



**TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION
COUNCIL (TVET CDACC)**

NATIONAL OCCUPATIONAL STANDARDS

FOR



HOUSEKEEPING MANAGER

LEVEL 6

**TVET CDACC
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OVERVIEW

The Housekeeping Management Certificate Level 6 Qualification consists of competencies that an individual must achieve to manage accommodation services. It consists of managing guest experience, front office operations and revenue performance. It also involves managing laundry and linen operations; and facilities and property repairs and maintenance as well as performing administrative duties.

The Units of Competency comprising Housekeeping Management Certificate Level 6 Qualification includes the following:

BASIC COMPETENCIES

- Demonstrate communication skills
- Demonstrate numeracy skills
- Demonstrate digital literacy
- Demonstrate entrepreneurial skills
- Demonstrate employability skills
- Demonstrate environmental literacy
- Demonstrate occupational health and safety practices.

CORE COMPETENCIES

- Manage guest experience
- Manage front office operations
- Manage revenue performance
- Manage laundry and linen operations
- Perform housekeeping administrative duties
- Manage facilities and property repairs and maintenance

BASIC UNITS OF COMPETENCY

DEMONSTRATE COMMUNICATION SKILLS

UNIT CODE:

UNIT DESCRIPTION

This unit covers the competencies required in meeting communication needs of clients and colleagues; developing, establishing, maintaining communication pathways and strategies. It also covers competencies for conducting interview, facilitating group discussion and representing an organization in various forums.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Meet communication needs of clients and colleagues	1.1 Specific communication needs of clients and colleagues are identified and met 1.2 Different approaches are used to meet communication needs of clients and colleagues 1.3 Conflict is addressed promptly and in a timely way and in a manner which does not compromise the standing of the organization
2. Develop communication strategies	2.1 Strategies for effective internal and external dissemination of information are developed to meet the organization's requirements 2.2 Special communication needs are considered in developing strategies to avoid discrimination in the workplace 2.3 Communication strategies are analyzed, evaluated and revised where necessary to make sure they are effective
3. Establish and maintain communication pathways	3.1 Pathways of communication are established to meet requirements of organization and workforce 3.2 Pathways are maintained and reviewed to ensure personnel are informed of relevant information
4. Promote use of communication strategies	4.1 Information is provided to all areas of the organization to facilitate implementation of the strategy 4.2 Effective communication techniques are articulated and modelled to the workforce 4.3 Personnel are given guidance about adapting communication strategies to suit a range of contexts
5. Conduct interview	5.1 A range of appropriate communication strategies are employed in <i>interview situations</i>

	5.2 Records of interviews are made and maintained in accordance with organizational procedures 5.3 Effective questioning, listening and nonverbal communication techniques are used to ensure that required message is communicated
6. Facilitate group discussion	6.1 Mechanisms which enhance effective group interaction is defined and implemented 6.2 Strategies which encourage all group members to participate are used routinely 6.3 Objectives and agenda for meetings and discussions are routinely set and followed 6.4 Relevant information is provided to group to facilitate outcomes 6.5 Evaluation of group communication strategies is undertaken to promote participation of all parties 6.6 Specific communication needs of individuals are identified and addressed
7. Represent the organization	7.1 When participating in internal or external forums, presentation is relevant, appropriately researched and presented in a manner to promote the organization 7.2 Presentation is clear and sequential and delivered within a predetermined time 7.3 Appropriate media is utilized to enhance presentation 7.4 Differences in views are respected 7.5 Written communication is consistent with organizational standards 7.6 Inquiries are responded in a manner consistent with organizational standard

RANGE

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range
Communication strategies include but not limited to:	• Language switch • Comprehension check • Repetition • Asking confirmation • Paraphrase • Clarification request • Translation • Restructuring

	• Approximation • Generalization
Effective group interaction include but not limited to:	• Identifying and evaluating what is occurring within an interaction in a non judgmental way • Using active listening • Making decision about appropriate words, behavior • Putting together response which is culturally appropriate • Expressing an individual perspective • Expressing own philosophy, ideology and background and exploring impact with relevance to communication
Situations include but not limited to:	• Establishing rapport • Eliciting facts and information • Facilitating resolution of issues • Developing action plans • Diffusing potentially difficult situations

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Effective communication
- Active listening
- Giving/receiving feedback
- Interpretation of information
- Role boundaries setting
- Negotiation
- Establishing empathy
- Openness and flexibility in communication
- Communication skills required to fulfill job roles as specified by the organization
- Writing communications strategy
- Applying key elements of communications strategy

Required Knowledge

The individual needs to demonstrate knowledge of:

- Communication process
- Dynamics of groups and different styles of group leadership
- Communication skills relevant to client groups
- Flexibility in communication
- Communication skills relevant to client groups

- Key elements of communications strategy

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Developed communication strategies to meet the organization requirements and applied in the workplace 1.2 Established and maintained communication pathways for effective communication in the workplace 1.3 Used communication strategies involving exchanges of complex oral information
2. Resource Implications	The following resources should be provided: 2.1 Access to relevant workplace or appropriately simulated environment where assessment can take place 2.2 Materials relevant to the proposed activity or tasks
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Direct Observation/Demonstration with Oral Questioning 3.2 Written Examination
4 Context of Assessment	Competency may be assessed individually in the actual workplace or through accredited institution
5 Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE NUMERACY SKILLS

UNIT CODE:

UNIT DESCRIPTION

This unit describes the competencies required by a worker in order to apply a wide range of mathematical calculations for work; apply ratios, rates and proportions to solve problems; estimate, measure and calculate measurement for work; Use detailed maps to plan travel routes for work; Use geometry to draw and construct 2D and 3D shapes for work; Collect, organize and interpret statistical data; Use routine formula and algebraic expressions for work and use common functions of a scientific calculator

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range.</i>
1. Apply a wide range of mathematical calculations for work	1.1 Mathematical information embedded in a range of workplace tasks and texts is extracted 1.2 Mathematical information is interpreted and comprehended 1.3 A range of mathematical and problem solving processes are select and used 1.4 Different forms of fractions, decimals and percentages are flexibly used 1.5 Calculation performed with positive and negative numbers 1.6 Numbers are expressed as powers and roots and are used in calculations 1.7 Calculations done using routine formulas 1.8 Estimation and assessment processes are used to check outcome 1.9 Mathematical language is used to discuss and explain the processes, results and implications of the task
2. Use and apply ratios, rates and proportions for work	2.1 Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts 2.2 Mathematical information related to ratios, rate and proportions is analyzed 2.3 Problem solving processes are used to undertake the task 2.4 Equivalent ratios and rates are simplified 2.5 Quantities are calculated using ratios, rates and proportions 2.6 Graphs, charts or tables are constructed to represent ratios, rates and proportions 2.6 The outcomes reviewed and checked 2.7 Information is record using mathematical language and symbols

3. Estimate, measure and calculate measurement for work	3.1 Measurement information embedded in workplace texts and tasks are extracted and interpreted 3.2 Appropriate workplace measuring equipment are identified and selected 3.3 Accurate measurements are estimate and made 3.4 The area of 2D shapes including compound shapes are calculated 3.5 The volume of 3D shapes is calculated using relevant formulas 3.6 Sides of right angled triangles are calculated using Pythagoras' theorem 3.7 conversions are perform between units of measurement 3.8 Problem solving processes are used to undertake the task 3.9 The measurement outcomes are reviewed and checked 3.10 Information is recorded using mathematical language and symbols appropriate for the task
4. Use detailed maps to plan travel routes for work	4.1 Different types of maps are identified and interpreted 4.2 Key features of maps are identified 4.3 Scales are identified and interpreted 4.4 Scales are applied to calculate actual distances 4.5 Positions or locations are determined using directional information 4.6 Routes are planned by determining directions and calculating distances, speeds and times 4.7 Information is gathered and identified and relevant factors related to planning a route checked 4.8 Relevant equipment is select and checked for accuracy and operational effectiveness 4.9 Task is planned and recorded using specialized mathematical language and symbols appropriate for the task
5. Use geometry to draw 2D shapes and construct 3D shapes for work	5.1 A range of 2D shapes and 3D shapes and their uses in work contexts is identified 5.2 Features of 2D and 3D shapes are named and described 5.3 Types of angles in 2D and 3D shapes are identified 5.4 Angles are drawn, estimated and measured using geometric instruments 5.5 Angle properties of 2D shapes are named and identified 5.6 Angle properties are used to evaluate unknown angles in shapes 5.7 Properties of perpendicular and parallel lines are applied to shapes 5.8 Understanding and use of symmetry is demonstrated 5.9 Understanding and use of similarity is demonstrated

	5.10 The workplace tasks and mathematical processes required are identified 5.11 2D shapes is drawn for work 5.12 3D shapes is constructed for work 5.13 The outcomes are reviewed and checked 5.14 Specialized mathematical language and symbols appropriate for the task are used
6. Collect, organize, and interpret statistical data for work	6.1 Workplace issue requiring investigation are identified 6.2 Audience / population / sample unit is determined 6.3 Data to be collected is identified 6.4 Data collection method is selected 6.5 Appropriate statistical data is collected and organized 6.6 Data is illustrated in appropriate formats 6.7 The effectiveness of different types of graphs are compared 6.8 The summary statistics for collected data is calculated 6.9 The results / findings are interpreted 6.10 Data is checked to ensure that it meets the expected results and content 6.11 Information from the results including tables, graphs and summary statistics is extracted and interpreted 6.12 Mathematical language and symbols are used to report results of investigation
7. Use routine formula and algebraic expressions for work	7.1 Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated 7.2 Simple algebraic expressions and equations are developed 7.3 Operate on algebraic expressions 7.4 Algebraic expressions are simplified 7.5 Substitution into simple routine equations is done 7.6 Routine formulas used for work tasks are identified and comprehended 7.7 Routine formulas are evaluate by substitution 7.8 Routine formulas transposed 7.9 Appropriate formulas are identified and used for work related tasks 7.10 Outcomes are checked and result of calculation used
8. Use common functions of a scientific calculator for work	8.1 Required numerical information to perform tasks is located 8.2 The order of operations and function keys necessary to solve mathematical calculation are determined 8.3 Function keys on a scientific calculator are identified and used 8.4 Estimations are referred to check reasonableness of problem solving process 8.5 Appropriate mathematical language, symbols and conventions

	are used to report results
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RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Geometry	May include but not limited to: 2.1 Scale drawing 2.2 Triangles 2.3 Simple solid 2.4 Round 2.5 Square 2.6 Rectangular 2.7 Triangle 2.8 Sphere 2.9 Cylinder 2.10 Cube 2.11 Polygons 2.12 Cuboids

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Applying Fundamental operations (addition, subtraction, division, multiplication)
- Using calculator
- Using different measuring tools

Required knowledge

The individual needs to demonstrate knowledge of:

- Types of common shapes
- Differentiation between two dimensional shapes / objects
- Formulae for calculating area and volume
- Types and purpose of measuring instruments
- Units of measurement and abbreviations
- Fundamental operations (addition, subtraction, division, multiplication)
- Rounding techniques

- Types of fractions
- Different types of tables and graphs
- Meaning of graphs, such as increasing, decreasing, and constant value
- Preparation of basic data, tables & graphs

DEMONSTRATE DIGITAL LITERACY

UNIT CODE:

UNIT DESCRIPTION

This unit covers the competencies required to effectively use digital devices such as smartphones, tablets, laptops and desktop PCs. It entails identifying and using digital devices such as smartphones, tablets, laptops and desktop PCs for purposes of communication, work performance and management at the work place.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify appropriate computer software and hardware	1.1 Concepts of ICT are determined in accordance with computer equipment 1.2 Classifications of computers are determined in accordance with manufacturers specification 1.3 <i>Appropriate computer software</i> are identified according to manufacturer's specification 1.4 <i>Appropriate computer hardware</i> are identified according to manufacturer's specification 1.5 Functions and commands of operating system are determined in accordance with manufacturer's specification
2. Apply security measures to data, hardware, software in automated environment	2.1 <i>Data security and privacy are classified</i> in accordance with the prevailing technology 2.2 <i>Security threats</i> are identified <i>and control measures</i> are applied in accordance with laws governing protection of ICT 2.3 Computer threats and crimes are detected. 2.4 Protection against computer crimes is undertaken in accordance with laws governing protection of ICT
3. Apply computer software in solving tasks	3.1 <i>Word processing concepts</i> are applied in resolving workplace tasks, report writing and documentation 3.2 <i>Word processing utilities</i> are applied in accordance with workplace procedures 3.3 Worksheet layout is prepared in accordance with work procedures 3.4 Worksheet is build and data manipulated in the worksheet in accordance with workplace procedures 3.5 Continuous data manipulated on worksheet is undertaken in accordance with work requirements 3.6 Database design and manipulation is undertaken in accordance with office procedures

	3.7 Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures
4. Apply internet and email in communication at workplace	4.1 Electronic mail addresses are opened and applied in workplace communication in accordance with office policy 4.2 Office internet functions are defined and executed in accordance with office procedures 4.3 Network configuration is determined in accordance with office operations procedures 4.4 Official World Wide Web is installed and managed according to workplace procedures
5. Apply Desktop publishing in official assignments	5.1 Desktop publishing functions and tools are identified in accordance with manufactures specifications 5.2 Desktop publishing tools are developed in accordance with work requirements 5.3 Desktop publishing tools are applied in accordance with workplace requirements 5.4 Typeset work is enhanced in accordance with workplace standards
6. Prepare presentation packages	6.1 Types of presentation packages are identified in accordance with office requirements 6.2 Slides are created and formulated in accordance with workplace procedures 6.3 Slides are edited and run in accordance with work procedures 6.4 Slides and handouts are printed according to work requirements

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
appropriate computer software may include but not limited to:	A collection of instructions or computer tools that enable the user to interact with a <i>computer</i> , its hardware, or perform tasks.
appropriate computer hardware may include but not limited to:	Collection of physical parts of a computer system such as; • Computer case, monitor, keyboard, and mouse • All the parts inside the computer case, such as the hard disk drive, motherboard and video card
data security and privacy may include but not limited to:	• Confidentiality of data • Cloud computing • Integrity -but-curious data surfing
security and control measures may include but not limited to:	• Counter measures against cyber terrorism • Risk reduction • Cyber threat issues • Risk management • Pass-wording

curity threats may include but not limited to:	• Cyber terrorism • Hacking
ord processing concepts may include but not limited to:	Using a special program to create, edit and print documents
twork configuration may include but not limited to:	Organizing and maintaining information on the components of a computer network

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Analytical skills
- Interpretation
- Typing
- Communication
- Computing (applying fundamental operations such as addition, subtraction, division and multiplication)
- Using calculator
- Basic ICT skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Software concept
- Functions of computer software and hardware
- Data security and privacy
- Computer security threats and control measures
- Technology underlying cyber attacks and networks
- Cyber terrorism
- Computer crimes
- Detection and protection of computer crimes
- Laws governing protection of ICT
- Word processing;
 - ✓ Functions and concepts of word processing.
 - ✓ Documents and tables creation and manipulations
 - ✓ Mail merging
 - ✓ Word processing utilities
- Spread sheets;
 - ✓ Meaning, formulae, function and charts, uses and layout
 - ✓ Data formulation, manipulation and application to cells
 - ✓
- Database;

- ✓ Database design, data manipulation, sorting, indexing, storage retrieval and security
- Desktop publishing;
 - ✓ Designing and developing desktop publishing tools
 - ✓ Manipulation of desktop publishing tools
 - ✓ Enhancement of typeset work and printing documents
- Presentation Packages;
 - ✓ Types of presentation Packages
 - ✓ Creating, formulating, running, editing, printing and presenting slides and handouts
- Networking and Internet;
 - ✓ Computer networking and internet.
 - ✓ Electronic mail and world wide web
- Emerging trends and issues in ICT;
 - ✓ Identify and integrate emerging trends and issues in ICT
 - ✓ Challenges posed by emerging trends and issues

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Identified and controlled security threats 1.2 Detected and protected computer crimes 1.3 Applied word processing in office tasks 1.4 Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures 1.5 Opened electronic mail for office communication as per workplace procedure 1.6 Installed internet and World Wide Web for office tasks in accordance with office procedures 1.7 Integrated emerging issues in computer ICT applications 1.8 Applied laws governing protection of ICT
2. Resource Implications	2.1 Tablets 2.2 Laptops 2.3 Desktop PCs 2.4 Calculator 2.5 Internet 2.6 Smart phone 2.7 Operation Manuals
3. Methods of Assessment	Competency may be assessed through: 3.1 Written Test 3.2 Demonstration 3.3 Practical assignment

	3.4 Interview/Oral Questioning 3.5 Demonstration
4. Context of Assessment	Competency may be assessed in an off and on the job setting
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE ENTREPRENEURIAL SKILLS

UNIT CODE:

UNIT DESCRIPTION

This unit covers the outcomes required to build and develop the enterprise to be more competitive within a changing business environment, specifically responding to consumer demands while maintaining product quality and accessibility, building a customer base and employee motivation.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
1. Develop business Innovative strategies	1.1 Business innovation strategies are determined in accordance with the organization strategies 1.2 Business innovative strategies are implemented for the Purpose of business growth 1.3 Track record and normative capability profile of enterprise and similar businesses are reviewed and considered in setting strategic directions. 1.4 Strengths, weaknesses, opportunities and threats are considered when developing new ideas, approaches, goals and directions 1.5 Decisions about enterprise strategies/directions are made after careful consideration of all relevant information 1.6 Business/corporate plan is developed that sets out tactics, resource implications, timeframes, production and sales target
2. Develop new products/markets	2.1 Alternative product/service offerings are canvassed and studied for feasibility 2.2 Potential and new sources/sellers of supplies and raw materials are identified and canvassed. 2.3 Target markets and buyers are identified and surveyed as to their preferences and brand loyalties.
3. Expand customers and product lines	3.1 Enterprise is built up and sustained through responsiveness to market demands and the regulatory environment. 3.2 Competitive advantage of existing products and services is maintained/enhanced through responsive advocacies and strategies. 3.3 Constant listening to stakeholder/client feedback is ensured

	to maintain loyal client base.
4. Motivate staff/workers	4.1 Regular dialogue is established and maintained in all levels and relevant sections of the enterprise 4.2 Flow of communications in both directions is encouraged 4.3 Helpful mechanisms and benefits are implemented 4.4 Issues/problems are proactively resolved through win-win solutions wherever practicable
5. Expand employed capital base	5.1 Capital employed in business is continuously reviewed as per the strategic plan 5.2 Business share holdings are reviewed in accordance with the type of business 5.3 Capital employed is expanded according to organization procedures 5.3 Types of shares are determined according to strategic plan 5.4 Shares diversification process is undertaken as per office procedures 5.5 Role of shareholders is determined and implemented in accordance organization procedures
6. Undertake county/regional business expansion	6.1 Regions for expansion are continuously reviewed in accordance with strategic plan and company's expansion plan 6.2 County business regulations are reviewed and adhered to in accordance with set procedures 6.3 Regional laws and regulations are adhered to in accordance with set procedures 6.4 County/regional business expansion is undertaken in accordance with organization's growth/ expansion plan

RANGE

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range
Strategic directions include but not limited to:	1.1 Business continuity and succession 1.2 Resource access security 1.3 Core competencies development 1.4 New developments e.g. technological change, new products
Business/Corporate plan	2.1 Action steps and responsibilities of departments and individual workers

include but not limited to:	2.2 Resource requirements and budget 2.3 Tactics and strategies to achieve objectives
Helpful mechanisms include but not limited to:	3.1 Wage and non-wage benefits 3.2 Employee awards and recognition systems 3.3 Employee rights and welfare policies 3.4 Full-disclosure/transparency policies

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Assessing a range of alternative products and strategies
- Critically analyzing information, summarizing and making sense of previous and current market trends
- Identifying changing consumer preferences and demographics
- Thinking “outside the box”
- Ensuring quality consistency
- Reducing lead time to product/service delivery
- Managing operations/ production
- Using formal problem-solving procedures, e. g., root-cause analysis, six sigma
- Communication skills
- Applying motivational principles, e. g., positive stroking, behavior modification
- Assessing range of alternatives rather than choosing the easiest option
- Achieving ownership and credibility for the enterprise vision
- Critically analyzing information, summarizing and making sense of previous and current market trends
- Developing solutions and practical strategies which are “outside the box”

Required Knowledge

The individual needs to demonstrate knowledge of:

- Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
- Conflict resolution
- Health, safety and environment (HSE) principles and requirements
- Public-relations strategies
- Basic cost-benefit analysis

- Basic financial management
- Business strategic planning
- Impact of change on individuals, groups and industries
- Employee assistance
- Government and regulatory processes
- Local and international market trends
- Product promotion strategies
- Mechanisms in the enterprise
- Market and feasibility studies
- Local and global supply chains Business models and strategies
- Government and regulatory processes
- Local and international business environment
- Concepts of change management
- Relevant developments in other industries
- Capital employed
- Regional/ County business expansion
- Innovation in business

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

	Assessment requires evidence that the candidate: 1.1 Demonstrated ability to maintain a profitable and stable enterprise as shown by stakeholder feedback, employee testimonies and company financial statements 1.2 Demonstrated ability to conceptualize and plan a micro/small enterprise 1.3 Demonstrated ability to manage/operate a micro/small-scale business 1.4 Demonstrated basic marketing skills
2. Resource Implications	The following resources should be provided: • Interview guide for entrepreneurs • Enterprise workers and third parties • Materials and location relevant to the proposed activity and tasks
3. Methods of Assessment	• Case problems • Interview • Portfolio

	• Third part reports
4. Context of Assessment	• Competency may be assessed in workplace or in a simulated workplace setting • Assessment shall be observed while tasks are being undertaken whether individually or in-group
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE EMPLOYABILITY SKILLS

UNIT CODE:

UNIT DESCRIPTION

This unit covers competencies required to demonstrate employability skills. It involves competencies for exuding self-awareness and dealing with everyday life challenges; demonstrating critical safe work habits and leading a workplace team; planning and organizing work activities; applying learning, creativity and innovativeness in workplace functions; pursuing professional growth and managing time effectively in the workplace.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop self-awareness and understanding of every day demands and challenges in the workplace	1.1 Personal vision, mission and goals are formulated based on potential and in relation to organization objectives 1.2 Emotions are managed as per workplace requirements 1.3 Thoughts, feelings and beliefs are expressed in direct, honest and appropriate ways. 1.4 Feelings are shared with others according to personal issues for healthy relations. 1.5 Individual performance is evaluated and monitored according to the agreed targets. 1.6 Assertiveness is developed and maintained based on the requirements of the job. 1.7 Own ideas and visions that generates excitement, enthusiasm and commitment are articulated. 1.8 Accountability and responsibility for own actions are demonstrated. 1.9 Self-esteem and a positive self-image are developed and maintained.

2. Demonstrate critical safe work habits for employees in the workplace	2.1 Stress is managed at the workplace in accordance with workplace procedures. 2.2 Punctuality and time consciousness is demonstrated in line workplace policy. 2.3 Personal objectives are integrated with organization goals in accordance with organization's strategic plan. 2.4 Resources are effectively utilized in accordance with workplace policy. 2.5 Work priorities are set and met in according to workplace procedures. 2.6 Leisure time is recognized and used productively in line with organization policy. 2.7 Abstinence from drug and substance abuse is demonstrated as per workplace policy. 2.8 Awareness of HIV and AIDS is demonstrated in line with workplace requirements. 2.9 Safety consciousness is demonstrated in the workplace based on organization safety policy. 2.10 Emerging issues are dealt with in accordance with organization policy.
3. Lead a workplace team	3.1 Role and objectives of the team are determined in accordance workplace policy. 3.2 Team parameters and relationships are identified according to set rules and regulations. 3.3 Individual responsibilities are identified in accordance with work procedures. 3.4 Effective and appropriate forms of communication in a team are established according to office policy. 3.5 Business communication is carried out as per workplace place policy and requirements of the job. 3.6 Team activities are complemented in accordance with office procedures. 3.7 Team building activities are planned for in line with organization policy. 3.8 Conflicts are resolved between team members in line with organization rules and regulations. 3.9 Gender mainstreaming is undertaken in accordance with set regulations. 3.10 Human rights are adhered to in accordance with existing protocol.

	3.11 Healthy relationships are developed and maintained for harmonious co-existence in line with workplace.
4. Plan and organize work	4.1 Work schedules are developed for accomplishing given tasks within the set time lines and based on workplace policy. 4.2 Time is managed achieve workplace set goals and objectives. 4.3 Clear project goals and deliverables are established according to company set policies and regulations. 4.4 Resources are mobilized, allocated and utilized to meet project goals and deliverables. 4.5 Work activities are monitored and evaluated in line with organization procedures. 4.6 Situations that require decision making are identified within the work place and decision made in accordance with workplace policy. 4.7 Steps required in making effective decisions are applied within the workplace. 4.8 Problems arising in the course of working are identified and solved or reported according the workplace policies and procedures. 4.9 Values required in problem solving process are demonstrated at the work place. 4.10 Situations within the workplace that require negotiation identified and negotiations done to create win-win situations. 4.11 Negotiation techniques are developed and applied at workplace to meet clientele's satisfaction and organizations' objectives.
5. Maintain professional growth and development in the workplace	5.1 Personal training needs are assessed and identified in line with the requirements of the job. 5.2 Training and career opportunities are identified and availed based on job requirements. 5.3 Resources for training are mobilized and allocated based organizations skills needs. 5.4 Licensees and certifications relevant to job and career are obtained and renewed. 5.5 Personal growth is pursued towards improving the qualifications set for the profession. 5.6 Work priorities and commitments are managed based on requirement of the job and workplace policy.

	5.7 Recognitions are sought as proof of career advancement in line with professional requirements.
6. Demonstrate learning, creativity and innovativeness in the workplace	6.1 Time and effort is invested in learning new skills based job requirements. 6.2 Willingness to learn in different context is demonstrated based on available learning opportunities arising in the workplace. 6.3 Learning opportunities are sought and allocated based on job requirement and in line with organization policy. 6.4 Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job. 6.5 Application of a range of basic IT skills is demonstrated based on requirements of the job. 6.6 Awareness of Occupational Health and Safety procedures are demonstrated in use of technology in the workplace. 6.7 Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy. 6.8 New systems are developed and maintained in accordance with the requirements of the job. 6.9 Opportunities that are not obvious are identified and exploited in line with organization objectives. 6.10 Opportunities for performance improvement are identified proactively in area of work. 6.11 Awareness of personal role in workplace innovation is demonstrated.

RANGE

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range
<i>Drug and substance abuse</i> includes but not limited to:	Commonly abused • Alcohol • Tobacco • Miraa • Over-the-counter drugs • Cocaine • Bhang • Glue

Feedback includes but not limited to:	• Verbal • Written • Informal • Formal
Clients includes but not limited to:	• New clients • Existing clients • Internal clients • External clients
Relationships includes but not limited to:	• Man/Woman • Trainer/trainee • Employee/employer • Client/service provider • Husband/wife • Boy/girl • Parent/child • Sibling relationships
Communication methods include but not limited to:	• Written • Talk/presentation • Video • Audio • Graphical • Modeling
Team includes but not limited to:	• Small work group • Staff in a section/department • Inter-agency group
Personal growth includes but not limited to:	• Growth in the job • Career mobility • Gains and exposure the job gives • Net workings • Benefits that accrue to the individual as a result of noteworthy performance
Personal objectives includes but not limited to:	• Long term • Short term • Broad • Specific
Trainings and career opportunities includes but not limited to	• Participation in training programs ○ Technical ○ Supervisory ○ Managerial ○ Continuing Education • Serving as Resource Persons in conferences and workshops
Resource include but not limited to:	• Human • Financial • Technology

	○ Hardware ○ Software
Innovation include but not limited to:	● New ideas ● Original ideas ● Different ideas ● Methods/procedures ● Processes ● New tools
Emerging issues include but not limited to:	● Terrorism ● Social media ● National cohesion ● Open offices

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Personal hygiene practices
- Intra and Interpersonal skills
- Communication skills
- Knowledge management
- Interpersonal skills
- Critical thinking skills
- Observation skills
- Organizing skills
- Negotiation skills
- Monitoring skills
- Evaluation skills
- Record keeping skills
- Problem solving skills
- Decision Making skills
- Resource utilization skills
- Resource mobilization skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Work values and ethics
- Company policies
- Company operations, procedures and standards

- Occupational Health and safety procedures
- Fundamental rights at work
- Personal hygiene practices
- Workplace communication
- Concept of time
- Time management
- Decision making
- Types of resources
- Work planning
- Resources and allocating resources
- Organizing work
- Monitoring and evaluation
- Record keeping
- Workplace problems and how to deal with them
- Negotiation
- Assertiveness
- Team work
- Gender mainstreaming
- HIV and AIDS
- Drug and substance abuse
- Leadership
- Safe work habits
- Professional growth and development
- Technology in the workplace
- Learning
- Creativity
- Innovation
- Emerging issues
 - Social media
 - Terrorism
 - National cohesion

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate:
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	1.1 Attained job targets within key result areas. 1.2 Maintained intra- and inter-personal relationship in the course of managing oneself. 1.3 Completed trainings and career progression opportunities in time. 1.4 Was punctual and time conscious. 1.5 Acquired and maintained licenses and/or certifications required for the job. 1.6 Planned and organized resources to achieve organization goals and objectives. 1.7 Monitored and evaluated work activities. 1.8 Identified, analyzed and solved problem arising in the course of working. 1.9 Was conscious of health and safety while carrying out work functions. 1.10 Maintained a mentorship and coaching program for employees. 1.11 Innovatively made work processes and procedures more efficient. 1.12 Mainstreamed gender issues in the workplace. 1.13 Build a strong team of workers in the workplace. 1.14 Sought and allocated learning opportunities and resources in the workplace. 1.15 Demonstrated awareness of HIV and AIDS. 1.16 Abstained from drug and substance abuse. 1.17 Demonstrated ability to cope with emerging issues.
2. Resource Implications	The following resources should be provided: 2.1 Workplace or assessment location 2.2 Case studies/scenarios
3. Methods of Assessment	Competency in this unit may be assessed through: • Oral Interview • Observation • Third Party Reports • Written
4. Context of Assessment	4.1 Competency may be assessed in workplace or in a simulated workplace setting 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE ENVIRONMENTAL LITERACY

UNIT CODE:

UNIT DESCRIPTION

This unit specifies the competencies required to follow procedures for environmental hazard control, follow procedures for environmental pollution control, comply with workplace sustainable resource use, evaluate current practices in relation to resource usage, develop and adhere to environmental protection principles/strategies/guidelines, analyze resource use, develop resource conservation plans and implement selected plans.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Control environmental hazard	1.1 <i>Storage methods</i> for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS. 1.2 <i>Disposal methods</i> of hazardous wastes are followed at all times according to environmental regulations and OSHS. 1.3 <i>PPE</i> is used according to OSHS.
2. Control environmental Pollution control	2.1 Environmental pollution <i>control measures</i> are compiled following standard protocol. 2.2 Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999 2.3 Methods for minimizing <i>noise pollution</i> complied following environmental regulations.
3. Demonstrate sustainable resource use	3.1 Methods for minimizing wastage are complied with. 3.2 Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle) 3.3 Methods for economizing or reducing resource consumption are practiced.
4. Evaluate current practices in relation to resource usage	4.1 Information on resource efficiency systems and procedures are collected and provided to the work group where appropriate. 4.2 Current resource usage is measured and recorded by members of the work group. 4.3 Current purchasing strategies are analyzed and recorded according to industry procedures.

	4.4 Current work processes to access information and data is analyzed following enterprise protocol.
5. Identify Environmental legislations/conventions for environmental concerns	5.1 Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact 5.2 Industrial standard/environmental practices are described according to the different environmental concerns
6. Implement specific environmental programs	6.1 Programs/Activities are identified according to organizations policies and guidelines. 6.2 Individual roles/responsibilities are determined and performed based on the activities identified. 6.3 Problems/constraints encountered are resolved in accordance with organizations' policies and guidelines 6.4 Stakeholders are consulted based on company guidelines
7. Monitor activities on Environmental protection/Programs	7.1 Activities are periodically monitored and Evaluated according to the objectives of the environmental program 7.2 Feedback from stakeholders are gathered and considered in Proposing enhancements to the program based on consultations 7.3 Data gathered are analyzed based on Evaluation requirements 7.4 Recommendations are submitted based on the findings 7.5 Management support systems are set/established to sustain and enhance the program 7.6 Environmental incidents are monitored and reported to concerned/proper authorities
8. Analyze resource use	8.1. All resource consuming processes are Identified 8.2. Quantity and nature of Resource consumed is determined 8.3. Resource flow is analyzed through different parts of the process. 8.4. Wastes are classified for possible source of resources.
9. Develop resource Conservation plans	9.1. Efficiency of use/conversion of resources is determined following industry protocol. 9.2. Causes of low efficiency of use of resources are Determined based on industry protocol. 9.3. Plans for increasing the efficiency of resource use are developed based on findings.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
PPE May include but are not limited to	1.1 Mask 1.2 Gloves 1.3 Goggles 1.4 Safety hat 1.5 Overall 1.6 Hearing protector
Environmental pollution control measures may include but are not limited to:	2.1 Methods for minimizing or stopping spread and ingestion of airborne particles 2.2 Methods for minimizing or stopping spread and ingestion of gases and fumes 2.4 Methods for minimizing or stopping spread and ingestion of liquid wastes
Wastes may include but are not limited to:	3.1 Unnecessary waste 3.2 Necessary waste
Waste management Procedures may include but are not limited to:	4.1 Sorting 4.2 Storing of items 4.2 Recycling of items 4.3 Disposal of items
Resources may include but are not limited to:	5.1 Electric 5.2 Water 5.3 Fuel 5.4 Telecommunications 5.5 Supplies 5.6 Materials
Workplace environmental hazards may include but are not limited to:	6.1 Biological hazards 6.2 Chemical and dust hazards 6.3 Physical hazards
Organizational systems and procedures may include but are not limited to:	7.1 Supply chain, procurement and purchasing 7.2 Quality assurance 7.3 Making recommendations and seeking approvals
Legislations/Conventions may include but are not limited to:	8.1 EMCA 1999 8.2 Montreal Protocol 8.3 Kyoto Protocol

Environmental aspects/impacts may include but are not limited to:	9.1 Air pollution 9.2 Water pollution 9.3 Noise pollution 9.4 Solid waste 9.5 Flood control 9.6 Deforestation/Denudation 9.7 Radiation/Nuclear /Radio Frequency/ Microwaves 9.8 Situation 9.9 Soil erosion (e.g. Quarrying, Mining, etc.) 9.10 Coral reef/marine life protection
Industrial standards / Environmental practices may include but are not limited to:	10.1 International Standards Organization (ISO) standards 10.2 Company environmental management systems (EMS)
Periodic may include but are not limited to:	11.1 hourly 11.2 daily 11.3 weekly 11.4 monthly 11.5 quarterly 11.6 yearly
Programs/Activities may include but are not limited to:	12.1 Waste disposal (on-site and off-site) 12.2 Repair and maintenance of equipment 12.3 Treatment and disposal operations 12.4 Clean-up activities 12.5 Laboratory and analytical test 12.6 Monitoring and evaluation 12.7 Environmental advocacy programs

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 4.1 Controlled environmental hazard 4.2 Controlled environmental pollution 4.3 Demonstrated sustainable resource use 4.4 Evaluated current practices in relation to resource usage 4.5 Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns. 4.6 Described industrial standard environmental practices according to the different environmental issues/concerns. 4.7 Resolved problems/ constraints encountered based on management
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	standard procedures 4.8 Implemented and monitored environmental practices on a periodic basis as per company guidelines 4.9 Recommended solutions for the improvement of the program 4.10 Monitored and reported to proper authorities any environmental incidents
2. Resource Implications	The following resources should be provided: 2.1 Workplace with storage facilities 2.2 Tools, materials and equipment relevant to the tasks (e.g. Cleaning tools, cleaning materials, trash bags) 2.3 PPE, manuals and references 2.4 Legislation, policies, procedures, protocols and local ordinances relating to environmental protection 2.5 Case studies/scenarios relating to environmental Protection
3 Methods of Assessment	Competency in this unit may be assessed through: 3.1 Demonstration 3.2 Oral questioning 3.3 Written examination 3.4 Interview/Third Party Reports 3.5 Portfolio (citations/awards from GOs and NGOs, certificate of training – local and abroad) 3.6 Simulations and role-play
4 Context of Assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.
5 Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Following storage methods of environmentally hazardous materials
- Following disposal methods of hazardous wastes
- Using PPE
- Practicing OSHS
- Complying environmental pollution control
- Observing solid waste management
- Complying methods of minimizing noise Pollution

- Complying methods of minimizing wastage
- Employing waste management procedures
- Economizing resource consumption
- Listing of resources used
- Measuring current usage of resources
- Identifying and reporting workplace environmental hazards
- Conveying all environmental issues
- Following environmental regulations
- Identifying environmental regulations
- Assessing procedures for assessing compliance
- Collecting information on environmental and resource efficiency systems and procedures, and Providing information to the work group
- Measuring and recording current resource usage
- Analysing and recording current purchasing strategies.
- Analysing current work processes to access information and data and Assisting identifying areas for improvement
- Analysing resource flow
- Determining efficiency of use/conversion of resources
- Determining causes of low efficiency of use
- Developing plans for increasing the efficiency of resource use
- Checking resource use plans
- Complying to regulations/licensing requirements
- Determining benefit/cost of plans
- Ranking proposals based on benefit/cost compared to limited resources
- Checking proposals meet regulatory requirements
- Monitoring implementation
- Making adjustments to plan and implementation
- checking new resource usage

Required Knowledge

The individual needs to demonstrate knowledge of:

- Storage methods of environmentally hazardous materials
- Disposal methods of hazardous wastes
- Usage of PPE Environmental regulations
- OSHS
- Types of pollution
- Environmental pollution control measures
- Different solid wastes
- Solid waste management

- Different noise pollution
- Methods of minimizing noise pollution
- Methods of minimizing wastage
- Waste management procedures
- Economizing of resource consumption
- Principle of 3Rs
- Types of resources
- Techniques in measuring current usage of resources
- Calculating current usage of resources
- Types of workplace environmental hazards
- Environmental regulations
- Environmental regulations applying to the enterprise.
- Procedures for assessing compliance with environmental regulations.
- Collection of information on environmental and resource efficiency systems and procedures,
- Measurement and recording of current resource usage
- Analysis and recording of current purchasing strategies.
- Analysis current work processes to access information and data Analysis of data and information
- Identification of areas for improvement
- Resource consuming processes
- Determination of quantity and nature of resource consumed
- Analysis of resource flow of different parts of the resource flow process
- Use/conversion of resources
- Causes of low efficiency of use
- Increasing the efficiency of resource use
- Inspection of resource use plans
- Regulations/licensing requirements
- Determine benefit/cost for alternative resource sources
- Benefit/costs for different alternatives
- Components of proposals
- Criteria on ranking proposals
- Regulatory requirements
- Proposals for improving resource efficiency
- Implementation of resource efficiency plans
- Procedures in monitor implementation
- Adjustments of implementation plan
- Inspection of new resource usage

DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

UNIT CODE:

UNIT DESCRIPTION

This unit specifies the competencies required to lead the implementation of workplace's safety and health program, procedures and policies/guidelines.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify workplace hazards and risk	1.1 <i>Hazards</i> in the workplace and/or its <i>indicators</i> of its presence, are identified 1.2 <i>Evaluation and/or work environment</i> measurements of OSH hazards/risk existing in the workplace is conducted by Authorized personnel or agency 1.3 <i>OSH issues and/or concerns</i> raised by workers are Gathered
2. Identify and implement appropriate control measures	2.1 <i>Prevention and control measures</i> , including use of <i>safety gears / PPE (personal protective equipment)</i> for specific hazards identified and implemented 2.2 <i>Appropriate risk controls</i> based on result of OSH hazard evaluation is recommended. 2.3 <i>Contingency measures</i> , including <i>emergency procedures</i> during workplace <i>incidents and emergencies</i> are recognized and established in accordance with organization procedures.
3. Implement OSH programs, procedures and policies/guidelines	3.1 Information to work team about company OSH program, procedures and policies/guidelines are provided 3.2 Implementation of OSH procedures and policies/guidelines are participated 3.3 Team members are trained and advised on OSH standards and procedures 3.4 Procedures for maintaining <i>OSH-related records</i> are implemented

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Hazards may include but are not limited to:	1.1. Physical hazards – impact, illumination, pressure, noise, vibration, extreme temperature, radiation 1.2 Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects 1.3 Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors 1.4 Ergonomics Psychological factors – over exertion/ excessive force, awkward/static positions, fatigue, direct pressure, varying metabolic cycles Physiological factors – monotony, personal relationship, work out cycle 1.6 Safety hazards (unsafe workplace condition) – confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris 1.7 Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work)
2. Indicators may include but are not limited to:	2.1 Increased of incidents of accidents, injuries 2.2 Increased occurrence of sickness or health complaints/ symptoms 2.3 Common complaints of workers’ related to OSH 2.4 High absenteeism for work-related reasons
3. Evaluation and/or work environment measurements may include but are not limited to:	3.1 Health Audit 3.2 Safety Audit 3.3 Work Safety and Health Evaluation 3.4 Work Environment Measurements of Physical and Chemical Hazards
4. OSH issues and/or concerns may include but are not limited to:	4.1 Workers’ experience/observance on presence of work hazards 4.2 Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks) 4.3 Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines

5. Prevention and control measures may include but are not limited to:	5.1 Eliminate the hazard (i.e., get rid of the dangerous machine) 5.2 Isolate the hazard (i.e. keep the machine in a closed room and operate it remotely; barricade an unsafe area off) 5.3 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) 5.4 Use administrative controls to reduce the risk (i.e. give trainings on how to use equipment safely; OSH-related topics, issue warning signages, rotation/shifting work schedule) 5.5 Use engineering controls to reduce the risk (i.e. use safety guards to machine) 5.6 Use personal protective equipment 5.7 Safety, Health and Work Environment Evaluation 5.8 Periodic and/or special medical examinations of workers
6. Safety gears /PPE (Personal Protective Equipments) may include but are not limited to:	6.1 Arm/Hand guard, gloves 6.2 Eye protection (goggles, shield) 6.3 Hearing protection (ear muffs, ear plugs) 6.4 Hair Net/cap/bonnet 6.5 Hard hat 6.6 Face protection (mask, shield) 6.7 Apron/Gown/coverall/jump suit 6.8 Anti-static suits 6.9 High-visibility reflective vest
7. Appropriate risk controls	Appropriate risk controls in order of impact are as follows: 7.1 Eliminate the hazard altogether (i.e., get rid of the dangerous machine) 7.2 Isolate the hazard from anyone who could be harmed (i.e., keep the machine in a closed room and operate it remotely; barricade an unsafe area off) 7.3 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) 7.4 Use administrative controls to reduce the risk (i.e., train workers how to use equipment safely; train workers about the risks of harassment; issue signage) 7.5 Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users) 7.6 Use personal protective equipment (i.e., wear gloves and goggles when using the machine)
8. Contingency measures may include but are not limited to:	8.1 Evacuation 8.2 Isolation 8.3 Decontamination 8.4 (Calling designed) emergency personnel

9. Emergency procedures may include but are not limited to:	9.1 Fire drill 9.2 Earthquake drill 9.3 Basic life support/CPR 9.4 First aid 9.5 Spillage control 9.6 Decontamination of chemical and toxic 9.7 Disaster preparedness/management 9.8 use of fire-extinguisher
10. Incidents and emergencies may include but are not limited to:	10.1 Chemical spills 10.2 Equipment/vehicle accidents 10.3 Explosion 10.4 Fire 10.5 Gas leak 10.6 Injury to personnel 10.7 Structural collapse 10.8 Toxic and/or flammable vapours emission.
11. OSH-related Records may include but are not limited to:	11.1 Medical/Health records 11.2 Incident/accident reports 11.3 Sickness notifications/sick leave application 11.4 OSH-related trainings obtained

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Skills on preliminary identification of workplace hazards/risks
- Knowledge management
- Critical thinking skills
- Observation skills
- Coordinating skills
- Communication skills
- Interpersonal skills
- Troubleshooting skills
- Presentation skills
- Training skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- General OSH Principles
- Occupational hazards/risks recognition

- OSH organizations providing services on OSH evaluation and/or work environment measurements (WEM)
- National OSH regulations; company OSH policies and protocols
- Systematic gathering of OSH issues and concerns
- General OSH principles
- National OSH regulations
- Company OSH and recording protocols , procedures and policies/guidelines
- Training and/or counseling methodologies and strategies

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Identifies hazards/risks in the workplace and/or its indicators 1.2 Requests for evaluation and/or work environment measurements of OSH hazards/risk in the workplace 1.3 Gathers OSH issues and/or concerns raised by workers 1.4 Identifies and implements prevention and control measures, including use of PPE (personal protective equipment) for specific hazards 1.5 Recommends appropriate risk controls based on result of OSH hazard evaluation and OSH issues gathered 1.6 Establish contingency measures, including emergency procedures in accordance with organization procedures 1.7 Provides information to work team about company OSH program, procedures and policies/guidelines 1.8 Participates in the implementation of OSH procedures and policies/guidelines 1.9 Trains and advises team members on OSH standards and procedures 1.10 Implements procedures for maintaining OSH-related records
2. Resource Implications	The following resources should be provided: 2.1 Workplace or assessment location 2.2 OSH personal records 2.3 PPE 2.4 Health records
3. Methods of Assessment	Competency may be assessed through: 3.1 Portfolio Assessment 3.2 Interview 3.3 Case Study/Situation 3.4 Observation/Demonstration and oral questioning
4. Context of	Competency may be assessed on the job, off the job or a combination of

Assessment	these. Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

CORE UNITS OF COMPETENCY

MANAGE GUEST EXPERIENCE

UNIT CODE:

UNIT DESCRIPTION

This unit describes the competencies required to manage guest experience. It involves coordinating market research and coordinating guest communication. It also entails handling guest's feedback and enhancing guest's experience to leave a lasting impression.

It applies in the Hospitality sector.

ELEMENT AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Coordinate market research	1.1 <i>Tools for market research</i> are developed as per acceptable market research techniques and service delivery targets. 1.2 Market research is conducted as per acceptable market research techniques and workplace policy. 1.3 Collected data and information is analysed and reported based <i>acceptable research standard</i> and within confidentiality limits. 1.4 Market research report is evaluated and implemented as per SOPs and workplace policy. 1.5 Guest expectations are concretized based on market research findings.
2. Coordinate guest communication	2.1 <i>Guests' communication collaterals</i> are prepared as per workplace policy and SOPs. 2.2 <i>Modes of communication</i> with guests are established and implemented based on workplace policy and SOPs. 2.3 Communication synergies are coordinated as per workplace policy and SOPs.
3. Handle guest's feedback	3.1 Standard operating procedures are developed /revised to meet guest expectations and best practice. 3.2 <i>Tools for collection of guests' feedback</i> are developed and implemented as per accepted market research techniques. 3.3 Feedback from the guests is obtained, analysed and

	reported/published as per workplace policy. 3.4 Guests' feedback report is acted upon or escalated as per SOPs and workplace policy. 3.5 Handling of escalated guests' feedback is monitored as per workplace. 3.6 Compensation of guest experience is conducted as per workplace policy and SOPs. 3.7 Satisfaction of the guest is assessed based on future experience with the guest.
4. Enhance guest's experience	4.1 Guests' special requests are obtained and analysed as per workplace policy. 4.2 Guest special requests are handled as per workplace policy and SOPs. 4.3 Activities to enhance guest experience are recommended based on guest preference, status, and duration of stay and workplace policy.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

VARIABLE	RANGE
	May include but not limited to:
Tools for know your customer (KYC) research	• Questionnaires • Interview guides
Acceptable research standard	• Case study • Events sampling • Content analysis • Computer simulations
Guests' communication collaterals	• Cards • Letters • Forms • Electronic

Modes of communication	• Emails • Social media • Letters • Telephone • Short messaging services • Face to face
Tools for collection of guests' feedback	• Questionnaires • Telephone • Electronic devices • Interview guides
Compensation of guest experience	• Free nights • Complimentary meals • Flower banquet • Room upgrades • Airport transfers
Guests' special requests	• Extra bed • Baby sitting • Room upgrades • Scenic visits • Game drive
Activities to enhance guest experience	▪ In-car check-in ▪ WIFI services ▪ Tours ▪ Park exercises ▪ CSR activities ▪ Dances ▪ Yoga ▪ Aerobics ▪ Swimming

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Communication Skills
- Negotiation skills
- Decision making
- Problem solving
- Leadership
- Interpersonal
- Analytical skills
- Critical thinking
- Entrepreneurial skills
- Foreign language skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Front office techniques
- Reservations and bookings techniques
- Basic accounting
- Determination of room rates
- Planning
- Guest services/relations
- Computing
- Customer care
- Negotiation techniques
- Report writing
- Public relations

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range statement.

1. Critical aspects of Competency	1.1 Developed market research tools. 1.2 Acceptable market research is conducted 1.3 Analysed and reported collected data and information 1.4 Evaluated and implemented market report. 1.5 Developed and documented tools for collection of guests' feedback. 1.6 Documented and disseminated guest's feedback.
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	1.7 Maintained records of guests experience compensation. 1.8 Demonstrated understanding of handling guests' special requests. 1.9 Maintained record of activities for enhancing guest experience.
2. Resource Implications	The following resources should be provided: • An operational accommodation facility with a continuous flow of guests.
3. Methods of Assessment	Competency in this unit may be assessed through: • Observation • Oral questioning • Interview • Written tests • Third-party report • Portfolio
4. Context of Assessment	Competency may be assessed: • On-the-job (workplace) • Off-the-job • Industrial attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE FRONT OFFICE OPERATIONS

UNIT CODE:

UNIT DESCRIPTION

This unit describes the competencies required to manage front office operations. It involves managing guest check-in and check-out, establishing a management strategy, evaluating reports, coordinating guest services and maintaining guest accounts and databases.

It applies in the Hospitality sector.

ELEMENT AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Manage guest check-in and check-out	1.1 Room rates are negotiated based on <i>market trends</i> , workplace policy and <i>room category</i> . 1.2 Guest arrival is coordinated as per workplace policy and SOPs. 1.3 Guest check-in are coordinated as per SOPs and workplace. 1.4 Guest check-out are coordinated as per SOPs and workplace policy. 1.5 Guest farewell is coordinated as per workplace policy.
2. Establish front office management strategy	2.1 SWOT (strengths, weaknesses, opportunity and threats) analysis is conducted as per international standards. 2.2 Identified strengths and opportunities are explored as per SOPs. 2.3 Identified weaknesses and threats are mitigated as per internationally acceptable standards, workplace policy and SOPs. 2.4 PESTLE (political, economic, social, technological, legal and environmental) analysis is conducted as per international standards. 2.5 Goals and objectives for rooms' division are developed based on SMART (specific, measureable, achievable, realistic and time bound) approach. 2.6 Front office management strategy is documented disseminated based workplace policy and best practice.

	2.7 Front office management strategy is implemented as per workplace policy and best practice. 2.8 Front office strategy is reviewed based on workplace policy.
3. Evaluate front office reports	3.1 Preparation of rooms status and night audit reports is coordinated as per workplace policy. 3.2 Front office reports are received and evaluated as per workplace policy. 3.3 Night audit report is disseminated as per workplace policy. 3.4 Room status report is updated as per workplace policy.
4. Coordinate guest services	4.1 Handling of guest luggage is coordinated as per workplace policy. 4.2 Laundry services for guests are coordinated as per SOPs. 4.3 Handling and disposal of lost and found items is coordinated as per SOPs. 4.4 Guest complains and compliments are addressed as workplace policy. 4.5 Guest special requests are managed as per SOPs.
5. Maintain guest accounts and database	5.1 Guest reservations are coordinated as per SOPs. 5.2 Development of guest rooms' revenue reports is coordinated as per workplace policy. 5.3 Development and maintenance of guest database is coordinated as per workplace policy. 5.4 Reconciliation of guests' accounts is overseen as per workplace policy. 5.5 Expenditure of rooms' division petty cash is managed as per workplace policy.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

VARIABLE	RANGE
	May include but not limited to:
Market trends	High season • • Low season

Room category	• Deluxe • Standard • Superior • Suite
Rooms status	• Occupied • Vacant dirty/check out • Vacant clean • Vacant clean inspected • Out of service • Out of order • Arrival • Pick-up • Day room • VIP • VVIP
Laundry services	▪ Express ▪ Dry cleaning ▪ Pressing ▪ In-house ▪ Contract ▪ Washing ▪ Starching
Guest special requests	Extra pillows Extra bed • Baby cot Extra guest •

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REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Communication Skills
- Negotiation skills
- Reservations handling Skills
- Decision making
- Problem solving
- Leadership
- Interpersonal
- Analytical skills
- Critical thinking
- Entrepreneurial skills
- Foreign language skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Customer care
- Front office techniques
- Reservations and bookings techniques
- Basic accounting
- Determination of room rates
- Planning
- Guest services/relations
- Computing
- Front office operations
- Negotiation techniques
- Report writing
- Public relations

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range statement.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Negotiated room rates for profitability of the institution. 1.2 Coordinated guest arrival and check-in for a positive first impression. 1.3 Coordinated guest check-out and farewell activities.
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	1.4 Developed and implemented a management strategy for the facility. 1.5 Promptly analysed facility reports and gave feedback. 1.6 Promptly disseminated night audit report for action. 1.7 Guest services are adequately coordinated for guest satisfaction. 1.8 Coordinated guest reservations for seamless check-in. 1.9 Coordinated maintenance of guest accounts and database for future reference. 1.10 Guests' accounts were reconciled to guests' satisfaction. 1.11 Utilization of facility petty cash was well managed to avoid under and overages.
2.Resource Implications	The following resources should be provided: • An operational accommodation facility with a busy front office department.
3. Methods of Assessment	Competency in this unit may be assessed through: • Observation • Oral questioning • Interview • Written tests • Third-party report
4. Context of Assessment	Competency may be assessed • On-the-job (workplace) • Off-the-job • Industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE ACCOMMODATION DEPARTMENT REVENUE PERFORMANCE

UNIT CODE:

UNIT DESCRIPTION

This unit describes competencies required to manage accommodation department revenue performance. It involves preparing departments' budget estimates, organizing and coordinating market research activities and assessing department revenue performance. It also entails developing and implementing strategy for revenue improvement.

It applies in the Hospitality sector.

ELEMENT AND PERFORMANCE CRITERIA

ELEMENT <i>These describe the key outcomes which make up workplace function.</i>	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized</i> terms are elaborated in the Range
1.Prepare accommodation department' budget estimate	1.1 <i>Operational requirements</i> are identified based on operation plan and tasks to be performed. 1.2 Number of guests to be received is forecasted based on market trends. 1.3 Approximate number of rooms to be occupied is forecasted based on the institution capacity. 1.4 <i>Other facility's' revenue streams</i> are identified and established based on the organizational structure.
2. Organize and coordinate market survey	2.1 Competitors are identified based on Market Penetration Index (MPI), Average Daily Room Rates (ADR) and <i>institution rating</i> . 2.2 <i>Methods information gathering</i> are established based on market research approaches. 2.3 Information and <i>data collection tools</i> are developed based on method of information gathering adopted. 2.4 Field data and information gathering is conducted based on method agreed upon. 2.5 Data and information is analysed using acceptable statistical procedures. 2.6 Market research findings are reported and recommendations provided based on the findings. 2.7 Budget estimates are established based on the research findings.

3. Assess departments' revenue performance	3.1 Budget is apportioned based on targets to be achieved. 3.2 Work performance progress is monitored based on set targets. 3.3 Performance shortfalls are addressed based on established performance improvement plans. 3.4 Periodic revenue performance is reviewed based profit and loss analysis report. 3.5 Revenue performance is documented as per workplace policy.
4. Develop and implement strategy for revenue improvement	4.1 SWOT (strengths, weaknesses, opportunity and threats) analysis is conducted as per international standards. 4.2 Identified strengths and opportunities are explored as per SOPs. 4.3 Identified weaknesses and threats are mitigated as per internationally acceptable standards, workplace policy and SOPs. 4.4 PESTLE (political, economic, social, technological, legal and environmental) analysis is conducted as per international standards. 4.5 Objectives for revenue improvement are developed based on SMART (specific, measureable, achievable, realistic and time bound) approach. 4.6 Strategy is documented based workplace policy and best practice. 4.7 Strategy for revenue improvement is implemented as per workplace policy and best practice.

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
	May include but not limited to:
Operational requirements	▪ Human resource ▪ Capital ▪ Materials ▪ Supplies ▪ Tools ▪ Equipment
Other institution revenue	• Laundry

streams	• Business centre • Telephone • Car wash • Fitness centre • Saloon
Institution rating	• 1 star • 2 star • 3 star • 4 star • 5 star
Methods of gathering information	• Interviews • Facilitated sessions • Literature review
Data collection tools	• Questionnaires • Interview guides • Documents review guides

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Communication Skills
- Interpersonal skills
 - Negotiation skills
 - Report writing
 - Evaluation
 - Analytical
 - Problem solving
 - Decision making
 - Critical thinking
 - Leadership skills
 - Interpersonal skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Customer care
- Budgeting
- Performance assessment
- Market research
- Marketing mix
- Market segmentation
- Data collection and analysis
- Basic strategic planning
- Basic accounting
- Revenue streams recognition

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range statement.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1 .1 Identified operational requirements and tasks accurately. 1 .2 Established number of guests to be received and rooms to be sold objectively. 1 .3 Identified other institutional revenue streams objectively. 1 .4 Accurately identified institutions forming the competitive set. 1 .5 Established appropriate and applicable information gathering methods. 1 .6 Developed information and data collection tools appropriate to the methods. 1 .7 Coordinated field data and information gathering smoothly. 1 .8 Analysed data and information is using acceptable statistical procedures. 1 .9 Reported field survey findings and gave appropriate recommendations provided based on the findings. 1 .10 Established budget estimates based on the research findings. 1 .11 Apportioned budget based targets to be achieved. 1 .12 Monitored work performance progress based on set targets. 1 .13 Addressed performance shortfalls based on
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	established performance improvement plans (PIPs). 1 .14 Reviewed revenue performance periodically based profit and loss analysis report. 1 .15 Documented institution revenue performance. 1 .16 onducted SWOT analysis based international standards. 1 .17 Conducted PEST analysis based international standards. 1 .18 Developed SMART objectives for revenue improvement. 1 .19 Documented revenue improvement strategy. 1 .20 Domonstrated an understanding of implementation of the strategy.
2. Resource Implications	The following resources should be provided: • A fully operational institution offering accommodation services, amongst other services.
3. Methods of Assessment	Competency in this unit may be assessed through: Observation Written tests • Oral questioning • Third party reports • Interviews • Case studies • Project.
	• • •
4. Context for Assessment	•
5. Guiding Information for assessment	

Competency may be assessed:

- On-the-job,
- Off-the-job or a combination of these

- During Industrial attachment/attachment
Off the job assessment must be undertaken in a closely simulated workplace environment.

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE HOUSEKEEPING OPERATIONS

UNIT CODE:

UNIT DESCRIPTION

This unit specifies the competencies required to manage housekeeping operations in an institution. It involves approving housekeeping resource requirements, supervising housekeeping staff and overseeing housekeeping services. It also entail monitoring and evaluating housekeeping resource utilization and compliance with laws and regulations.

It applies in the hospitality sector.

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold</i> and <i>italicized</i> terms are elaborated in the Range
1. Approve housekeeping resource requirements	1 .1 Operational budgets are evaluated and approved based on overall departmental objectives. 1 .2 Organizational structure for housekeeping department is evaluated and approved based on tasks to be performed. 1 .3 Housekeeping tools, equipment, materials and supplies requisitions are approved based on tasks to be carried out. 1 .4 Spring cleaning/deep cleaning programmes are approved based on the scope of work. 1 .5 Staff induction, orientation, mentorship and capacity building requisition are approved based on Training Needs Assessment reports and workplace human resource policy. 1 .6 Contracts for outsourced services are approved as per workplace policy.
2. Oversee housekeeping services	2 .1 Execution of housekeeping operations is overseen as per workplace policy and SOPs. 2 .2 Housekeeping décor and soft furnishing upgrading is approved based on workplace policy and best practices. 2 .3 Guest's lost and found items are recorded and secured as per workplace policy and SOPs. 2 .4 Cleanliness of public areas (PA) and guestrooms is inspected as per workplace policy and SOPs. 2 .5 Unusual incidents are managed in line with workplace policy and SOPs.
3. Supervise housekeeping staff	3.1 Housekeeping staff are capacity build in line with human resource policy. 3.2 Housekeeping duties and responsibilities are assigned based on job description.

	3.3 Mechanisms for control of housekeeping operations are established as per workplace policy. 3.4 Housekeeping resources are allocated based on tasks to be performed. 3.5 Challenges facing housekeeping staff are handled based human resource policy.
4. Monitor and evaluate housekeeping resource utilization	4.1 Mechanisms to control of utilization of housekeeping resources are developed and implemented based on workplace policy. 4.2 Housekeeping inventory is maintained, monitored and updated as per workplace policy. 4.3 Room status reports are obtained, evaluated and monitored as per workplace policy. 4.4 Contracts for outsourced services are managed as per workplace policy and agreed targets.
5. Comply with laws and regulations	5.1 Occupational safety and health requirements are adhered to in line with law. 5.2 Environmental legislations and regulations are complied with in line with law.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variables	Range May include but not limited to:
1. Operational budget	• Guest amenities • Cleaning supplies • Cleaning materials • Printing supplies • Linen • China ware
2. Housekeeping tools	Squeegees • Brooms Mops • Scrubbers Buckets

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3. Housekeeping equipment	• Vacuum cleaner • Scrubbing machines • Carpet extractor • Heat blowers • Foam generator
4. Housekeeping materials	• Dusters • Glass cloths • Cleaning agitators • Sponges
5. Housekeeping supplies	• Reagents • Stain removers • Air fresheners • Wood preservatives • Window cleaner
6. Outsourced services	• Laundry services • Logistics • Cleaning • Pest and rodent control • Flowers • Equipment servicing
7. Housekeeping operations	• Shampooing • Scrubbing • Crystallization • Polishing • Buffing • Mopping • Dusting
8. Housekeeping décor	• Window curtains • Bed skirting • Floral arrangements • Cushions • Floor rugs • Mural • 3D décor • Lighting

9. Public areas	• Bathrooms • Washrooms • Restaurant • Dining • Offices • Lounge • Corridors • Stair cases • Back area • Staff lockers • Lifts • Parking • Meeting room
10. Unusual incidents	• Drunkenness • Death in the Institution • Fights • Rapes • Suicide
11. Occupational safety and health legislations	• OSH Act 2007 • Public health act Cap 242
12. Environmental legislations and regulations	• EMCA 1999 • NEMA regulations

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Organization skills
- Planning skills
- Analytical skills
- Communication skills
- Negotiation skills
- Interpersonal skills
- Management skills
- Cleaning skills
- Decision making skills

- Problem solving skills
- Critical thinking
- Financial skills
- Computer skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Housekeeping functions
- Cleaning tools, materials, supplies and equipment
- Housekeeping linen management
- Flower arrangements
- Institution décor
- Cleaning methods and procedures
- Household pests and their control
- Managing household waste
- Legal aspects of housekeeping
- Customer care
- Resource utilization control mechanisms
- Health, safety and security in housekeeping
- Record keeping

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1 .1Evaluated and approved operational budgets, organizational structure, materials and supplies for housekeeping department. 1 .2Demonstrated understanding of management of contractual agreements. 1 .3Developed mechanisms for control of utilization of housekeeping resources. 1 .4Monitored and maintained housekeeping inventory. 1 .5Documented approval of staff induction, orientation, mentorship and capacity building programmes. 1 .6Demonstrated understanding of housekeeping operations. 1 .7Demonstrated understanding of housekeeping décor and soft lite rehabilitation. 1 .8Maintained records of guest's lost and found items. 1 .9Maintained cleanliness inspection reports.
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	1 .10 Demonstrated understanding of unusual incidents and their management. 1 .11 Established mechanisms for control of utilization of housekeeping resources. 1 .12 Maintained, monitored and updated housekeeping inventory. 1 .13 Obtained, evaluated and monitored room status reports. 1 .14 Demonstrated understanding of occupational safety and health (OSHA) and Environmental legislations and requirements.
2. Resource Implications	The following resources must be provided: • A fully functional institution with a vibrant housekeeping department.
3. Methods of Assessment	Competency may be assessed through: • Observation • Written tests • Interviewing • Oral questioning • Case studies • Third party reports
4. Context of Assessment	Competency may be assessed: • On-the-job, • Off-the-job or a combination of these • During Industrial attachment/ industrial attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE LAUNDRY AND LINEN OPERATIONS

UNIT CODE:

UNIT DESCRIPTION

This unit describes the competencies required to manage laundry and linen operations. It involves approving laundry and linen department resource requirements and overseeing laundry and linen department services. It also entails monitoring and evaluating laundry and linen department resource utilization and compliance with laws and regulations.

It applies in the hospitality sector.

ELEMENT AND PERFORMANCE CRITERIA

ELEMENT <i>These describe the key outcomes which make up workplace function.</i>	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range
1. Approve laundry and linen department resource requirements	1.1 Operational budgets are evaluated and approved based on overall departmental objectives. 1.2 Organizational structure for the laundry department is developed, evaluated and approved based on tasks to be performed. 1.3 Laundry tools, machines, equipment, materials and supplies requisitions are approved based on tasks to be carried out. 1.4 Staff induction and capacity building resource requisition is approved based on training needs assessment reports and workplace human resource policy. 1.5 Service contracts are approved as per workplace policy.
2. Oversee laundry and linen services	2.1 Execution of laundry and linen operations is overseen as per workplace policy and SOPs. 2.2 Functions of laundry and linen department are coordinated with functions of other institution departments as per workplace policy. 2.3 Guest's lost and found items are recorded and secured as per workplace policy and SOPs. 2.4 Liaison with internal and external customers is done in line workplace policy.
3. Monitor and evaluate laundry and linen department resource utilization	3.1 Mechanisms to control of utilization of laundry and linen resources are developed and implemented based on workplace policy. 3.2 Laundry and linen inventories par stock are developed,

	maintained, monitored and updated as per workplace policy. 3.3 Productivity and revenue reports are obtained and evaluated as per workplace policy and SOPs. 3.4 Service contracts are managed as per workplace policy and agreed TORs.
4. Comply with relevant laws and regulations	4.1 Occupational safety and health requirements are adhered to in line with law. 4.2 Environmental legislations and regulations are complied with in line with law.

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range May include but not limited:
1. Operational budget	• Dry Cleaning supplies • Cleaning materials • Printing supplies • Detergents
2. Laundry tools	• Squeegees • Brooms • Mops • Scrubbers • Buckets • Brushes
3. Laundry equipment	• Washing machines • Dry cleaning machines • Pressing machines • Dryers • Spotting tables • Flatwork ironing machines • Weighing scales
4. Laundry materials	• Dusters • Cleaning agitators • Sponges

5. Laundry supplies	• Bleaches • Softeners • Starch • Sours • Boosters • Water • Steam • electricity • Stain removers
6. Service contracts	• Chemical supply • Maintenance contract • Service contracts
7. Laundry operations	• Washing • Ironing • Pressing • Sorting • Receiving • Recording • Spotting • Folding • Drying • Storage • Dispatch
8. Occupational safety and health legislations	• OSH Act 2007 • Public health act Cap 242
9. Environmental legislations and regulations	• EMCA 1999 • NEMA regulations

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Communication Skills
- Negotiation skills
- Report writing
- Evaluation
- Analytical
- Problem solving
- Decision making
- Critical thinking
- Leadership skills
- Interpersonal skills
- First aid

Required Knowledge

The individual needs to demonstrate knowledge of:

- Laundry operations
- Laundry tools, machines and equipment
- Laundry materials, chemical and supplies
- Principles of basic accounting
- Performance assessment
- Customer relations
- Stock taking/inventory

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range statement.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Evaluated and approved operational budgets, organizational structure, materials and supplies for laundry department. 1.2 Demonstrated understanding of management of contractual agreements. 1.3 Developed mechanisms for control of utilization of laundry resources. 1.4 Monitored and maintained laundry inventory. 1.5 Documented approval of staff induction, orientation, mentorship and capacity building programmes. 1.6 Demonstrated understanding of laundry operations. 1.7 Documented approval of disposal of guest's lost and found
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	items. 1 .8Maintained and documented productivity and revenue reports. 1 .9Maintained risk assessment and accidents report. 1 .10 Demonstrated understanding of the risks associated with laundry operations. 1 .11 Established mechanisms for control of utilization of laundry and linen resources. 1 .12 Maintained, monitored and updated laundry and linen inventory. 1 .13 Demonstrated understanding of occupational safety and health (OSHA) and Environmental legislations and requirements. 1 .14 Demonstrated understanding of institution interdepartmental and customer relationships.
2. Resource Implications	• A fully operational institution with a well-equipped laundry department.
3. Methods of Assessment	• Observation • Written tests • Interviewing • Oral questioning • Case studies • Third party reports
4. Context for Assessment	Competency may be assessed: • On-the-job, • Off-the-job or a combination of these • During Industrial attachment/attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guiding Information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

PERFORM HOUSEKEEPING DEPARTMENT ADMINISTRATIVE DUTIES

UNIT CODE:

UNIT DESCRIPTION

This unit describes the competencies required to perform housekeeping department administrative duties. It involves planning, coordinating and controlling departments' activities. It also entails managing personnel, representing the institution in external fora and performing institution duty management role from time to time.

It applies in the Hospitality sector.

ELEMENT AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Plan housekeeping department activities	1.1 Goals and objectives of the department are developed based on the strategy of the institution. 1.2 Departments' organization structure is developed based on institutions' master plan. 1.3 Tasks are developed as per goals and objectives of the department and organization structure. 1.4 <i>Required resources</i> are determined based on tasks to be performed. 1.5 Departments' operation plan is developed based on the institutions' master plan. 1.6 Departments' plan implementation schedules are developed based tasks, objectives and resources availability. 1.7 Methods and tools for monitoring work progress are determined based on implementation schedule. 1.8 Departments' plan is shared with implementers as per workplace policy.
2. Coordinate housekeeping department activities	2.1 Departmental meetings are held regularly as per operation schedules and best practices. 2.2 Resources are allocated based on departments' operation plan. 2.3 Departments' performance reports are prepared, evaluated and disseminated to <i>relevant authority</i> .
3. Control housekeeping	3.1 Follow-up activities are conducted to track progress

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
department activities	as per department operational targets. 3.2 Actual performance is measured and analysed against expected performance targets. 3.3 Performance gaps' <i>correction activities</i> are conducted as per progress report. 3.4 Resource utilization is monitored based on workplace policy.
4. Manage housekeeping department personnel	4.1 Human resource policy is developed based on overall institution policy and best practices. 4.2 Staff is recruited based human resources policy. 4.3 Staff is inducted and deployed based human resource policy. 4.4 Staff is supervised and appraised based on human resource policy. 4.5 Staff performance feedback is given based on performance assessment results. 4.6 Staff is <i>capacity built</i> and mentored based on training needs assessment report. 4.7 Staff is compensated, <i>motivated</i> and welfare programmes developed and maintained based on human resource policy. 4.8 Staff disciplinary and <i>separation issues</i> are handled as per human resource policy.
5. Represent the institution in internal and external fora	5.1 Institutions communication policy is developed based on institution vision, mission and best practices. 5.2 Institutions' external communications are handled as per institutions' communication policy. 5.3 <i>Legal and statutory requirements</i> are adhered to as required by law. 5.4 <i>Stakeholder networks</i> and <i>partnerships</i> are established and maintained as per workplace policy.
6. Perform institution duty management role	6.1 General institution operations are overseen as per SOPs and workplace policy. 6.2 Interdepartmental activities are coordinated as per

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
	workplace policy. 6.3 <i>Guest complaints</i> are received, handled and escalated as per workplace policy. 6.4 Fire, life and safety issues are handled as per workplace crisis policy and best practices. 6.5 Risk assessment is conducted as per workplace policy. 6.6 <i>Staff issues</i> are received, handled and escalated as per workplace policy.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

VARIABLE	RANGE
Required resources	▪ Human resource ▪ Capital ▪ Materials ▪ Supplies ▪ Tools ▪ Equipment
Relevant authorities	▪ Government/ agencies ▪ Directors ▪ Local authorities ▪ NGO
Corrective activities	▪ Resources reallocation ▪ Training/capacity building
Capacity building	▪ Training ▪ Coaching ▪ Mentorship ▪ Induction

Motivation	▪ Financial ▪ Promotion ▪ Appraisal ▪ Capacity ▪ Flexible working hours ▪ Recognition
Separation issues	▪ Dismissal ▪ Termination ▪ Retirement ▪ Death ▪ Terminal illness ▪ Duty disorientation
Legal and statutory requirements	▪ OSH Act 2007 ▪ EMCA ▪ Employment Act 2010 ▪ Children's Act ▪ NEMA regulations ▪ Public health Act Cap 242 ▪ HACCP
Partners	▪ Tour companies ▪ Airlines ▪ Travel agents ▪ Local communities
Stakeholder networks	▪ Associations ▪ Trade Unions ▪ Other institutions ▪ Government ▪ Supplies
Guest complaints may be related to	• Food and beverages served • Room view • Room position • Cleanliness • Arrival experience • Room service
Staff issues	• Poor uniform • Absenteeism • Lateness • Intoxication • Fighting

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Communication Skills
- Negotiation skills
- Report writing
- Evaluation
- Analytical
- Problem solving
- Decision making
- Critical thinking
- Customer care
- Leadership skills
- Interpersonal skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Customer care
- Basic human resource management
- Basic accounting
- Finance management for none accountants
- Labour laws
- Labour relations
- Planning and budgeting
- Statutory legislations and regulations
- Institution management
- Management
- Record keeping
- Organization structure
- Networking and linkages
- Emerging issues

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range statement.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Developed goals and objectives for the department. 1.2 Identified tasks that met operational threshold of the department. 1.3 Accurately determined resources required for the department. 1.5 Developed viable department operation plan. 1.6 Developed tools for monitoring work progress. 1.7 Monitored departments' work progress. 1.8 Allocated department s' resources based on the operational plan. 1.9 Prepared, evaluated and disseminated departments' performance reports. 1.10 Maintained work records as evidence of tracking progress. 1.11 Records of actual performance against expected targets were kept. 1.12 Recorded corrective measures taken to fill up performance gaps. 1.13 Demonstrated an understanding of the human resource policy. 1.14 Human resource policy was implemented in management of departments' personnel. 1.15 Demonstrated an understanding of the institutions' communication strategy. 1.16 Adhered to legal and statutory requirements. 1.17 Developed departments' SOPs. 1.18 Maintained records of received, handled and escalated guest complains. 1.19 Handled fire, life and safety issues adequately and promptly. 1.20 Received, handled and escalated staff issues prudently and appropriately.
2.Resource Implications	The following resources should be provided: • A institution with operational housekeeping department.

3. Methods of Assessment	Competency in this unit may be assessed through: • Observation • Written tests • Oral questioning • Third party reports • Interviews • Case studies • Project
4. Context of Assessment	Competency may be assessed: • On-the-job, • Off-the-job or a combination of these • During Industrial attachment/attachment Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

MANAGE FACILITIES AND PROPERTY REPAIRS AND MAINTENANCE

UNIT CODE:

UNIT DESCRIPTION

This unit specifies the competencies required to manage facilities and property repairs and maintenance. It involves approving plans for facility repairs, renovations and maintenance activities. It also entails overseeing facility repairs and maintenance activities, monitoring and evaluating utilization of resources as well as compliance with laws and regulations.

It applies in the Hospitality sector.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT <i>These describe the key outcomes which make up workplace function.</i>	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized</i> terms are elaborated in the Range
1. Approve plans for facility repairs and maintenance	1.1 Operational budgets are evaluated and approved based on overall departmental objectives. 1.2 Organizational structure for facilities management is evaluated and approved based on institution's repair and maintenance manning guide. 1.3 Maintenance tools, equipment, materials and supplies requisitions are approved based on tasks to be carried out. 1.4 Confirms that work permits, licenses and contracts are valid and obtained in line with local government requirements. 1.5 Plans for repairs, maintenance and renovations are approved as per workplace policy and local government regulations.
2. Oversee facility repairs and maintenance services	2.1 Execution of the institutions' planned preventive maintenance (PPM) programme is overseen as per workplace policy. 2.2 Progress of on-going institutions' renovation works is overseen as per contractual agreements. 2.3 Maintenance of <i>other institutions' operational equipment</i> is overseen as per maintenance manual and contract agreement.
3. Monitor and evaluate utilization of repairs, maintenance and renovation resources	3.1 Mechanisms to control of utilization of resources are developed and implemented based on workplace policy. 3.2 Evaluation of work in progress is performed based on <i>contract agreement</i> or set targets. 3.3 Reports on work progress are obtained and evaluated as per workplace policy. 3.4 Institutions' inventory is maintained, monitored and updated as per workplace policy.

4. Comply with laws and regulations	4.1 Occupational safety and health requirements are adhered to in line with law. 4.2 Environmental legislations and regulations are complied with in line with law.
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RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variables	Range May include but not limited to:
Other institutions' operational equipment	• Lifts • Boilers • Laundry machines • Kitchen equipment • GYM equipment • Power generators • Vehicles • Fire extinguishers
Contract agreement	• Service contract • Maintenance contracts • Warranty contract • Renovation and upgrade contract
Occupational safety and health legislations	• OSH Act 2007 • Public health act Cap 242
Environmental legislations and regulations	• EMCA 1999 • NEMA regulations

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Organization skills
- Planning skills

- Analytical skills
- Communication skills
- Negotiation skills
- Interpersonal skills
- Management skills
- Basic maintenance skills
- Decision making skills
- Problem solving skills
- Critical thinking
- Financial skills
- Computer skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Customer care
- Energy conservation principles and techniques
- Water and waste management
- Occupational Safety and health legislations and regulation
- Contractual agreement and management
- Budgeting
- Inventory management
- Report writing
- Monitoring and evaluation

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1 .1Evaluated and approved operational budgets, organizational structure, materials and supplies for facilities management department. 1 .2Confirmed validity of work permits, licenses and contracts. 1 .3Approved plans for repairs, maintenance and renovations. 1 .4Documented institutions' planned preventive maintenance (PPM) and renovation programmes. 1 .5Demonstrated understanding of management of contractual agreements. 1 .6Developed mechanisms for control of utilization of resources. 1 .7Documented reports on evaluation of work progress. 1 .8Monitored and maintained institutions'' inventory. 1 .9Demonstrated understanding of occupational safety and health
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	(OSHA) and Environmental legislations and requirements.
2. Resource Implications	The following resources must be provided: • An institution with an operational accommodation department as well as other departments.
3. Methods of Assessment	Competency may be assessed through: • Observation • Written tests • Oral questioning • Third party reports • Interviews • Case studies • Project
4. Context of Assessment	Competency may be assessed: • On-the-job, • Off-the-job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.