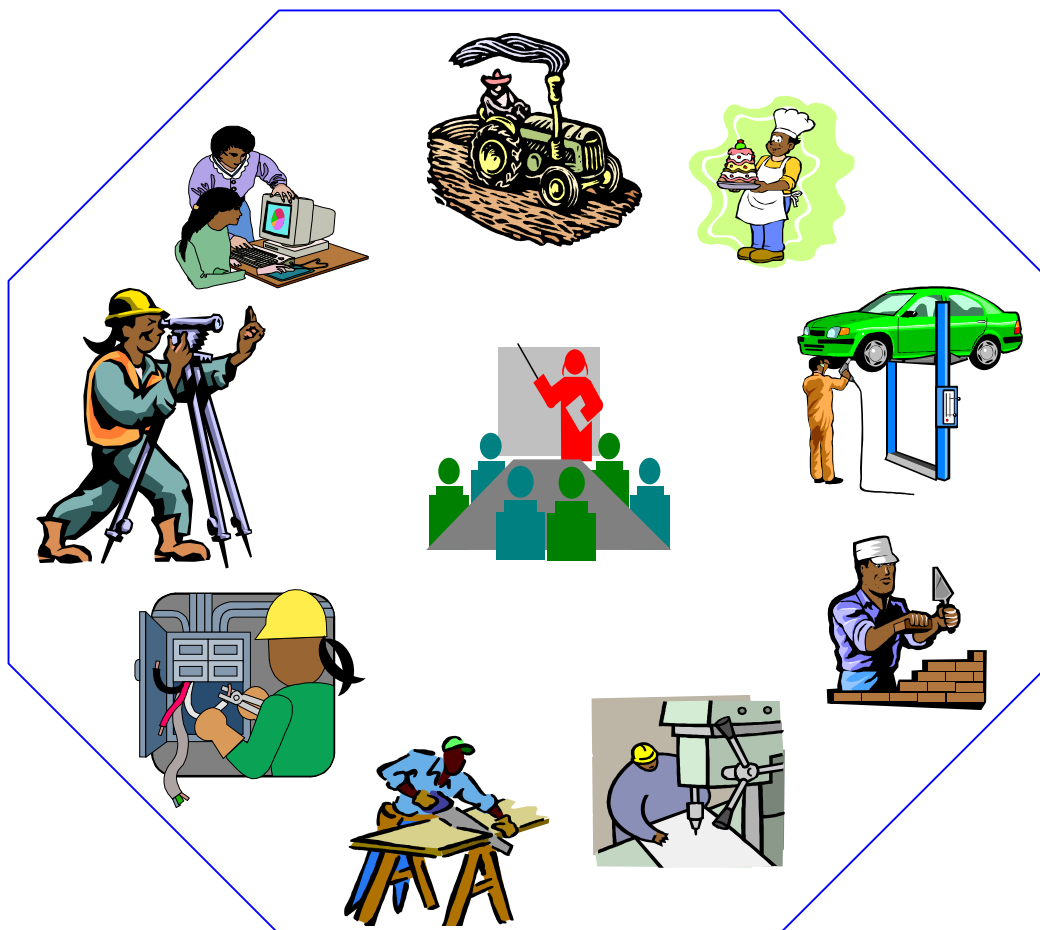




Federal Democratic Republic of Ethiopia
OCCUPATIONAL STANDARD
WHOLESALE MANAGEMENT
NTQF Level V



*Ministry of Education
July 2014*

Introduction

Ethiopia has embarked on a process of reforming its TVET-System. Within the policies and strategies of the Ethiopian Government, technology transformation – by using international standards and international best practices as the basis, and, adopting, adapting and verifying them in the Ethiopian context – is a pivotal element. TVET is given an important role with regard to technology transfer. The new paradigm in the outcome-based TVET system is the orientation at the current and anticipated future demand of the economy and the labor market.

The Ethiopian Occupational Standards (EOS) are - a core element of the Ethiopian National TVET-Strategy and an important factor within the context of the National TVET-Qualification Framework (NTQF). They are national Ethiopian standards, which define the occupational requirements and expected outcome related to a specific occupation without taking TVET delivery into account.

This document details the mandatory format, sequencing, wording and layout for the Ethiopian Occupational Standard comprised of Units of Competence.

A Unit of Competence describes a distinct work activity. It is documented in a standard format that comprises:

- Occupational title, NTQF level
- Unit code
- Unit title
- Unit descriptor
- Elements and Performance criteria
- Variables and Range statement
- Evidence guide

Together all the parts of a Unit of Competence guide the assessor in determining whether the candidate is competent.

The ensuing sections of this EOS document comprise a description of the respective occupation with all the key components of a Unit of Competence:

- chart with an overview of all Units of Competence for the respective level including the Unit Codes and the Unit Titles
- contents of each Unit of Competence (competence standard)
- occupational map providing the Technical and Vocational Education and Training (TVET) providers with information and important requirements to consider when designing training programs for this standards and for the individual, a career path

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UNIT OF COMPETENCE CHART

Occupational Standard: Wholesale Management

Occupational Code: **TRD WMG**

NTQF Level V

TRD WMG5 01 0714

Coordinate and
Maintain OHS
Systematic Approach

TRD WMG5 02 0714

Control Inventory

TRD WMG5 03 0714

Manage Business
Customers

TRD WMG5 04 0714

Build Sales of Branded
Products

TRD WMG5 05 0714

Manage Establishment
of New Sites or Regions

TRD WMG5 06 0714

Establish and Adjust the
Marketing Mix

TRD WMG5 07 0714

Manage Distribution
Processes

TRD WMG5 08 0714

Manage Relationships
with Franchisees

TRD WMG5 09 0714

Manage Closure of a
Franchise

TRD WMG5 10 0714

Manage a Franchise
Operation

TRD WMG5 11 0714

Manage Budgets and
Financial Plans

TRD WMG5 12 0714

Manage Project Quality

TRD WMG5 13 0714

Facilitate and Capitalize
on Change and
Innovation

TRD WMG5 14 0714

Manage Continuous
Improvement Process
(Kaizen)

Occupational Standard: Wholesale Management Level V	
Unit Title	Coordinate and Maintain OHS Systematic Approach
Unit Code	TRD WMG5 01 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to effectively participate in the coordination and maintenance of a systematic approach to managing Occupational Health and Safety (OHS) in the workplace.

Elements	Performance Criteria
1. Contribute to the strategic planning process	<p>1.1 Steps are taken to ensure that managers at all levels are aware of their OHS responsibilities and the role of OHS in the overall management approach.</p> <p>1.2 OHS needs and priorities are determined in consultation with relevant managers and other workplace stakeholders and key personnel.</p> <p>1.3 Recommendations are made for inclusion of OHS performance (including Positive Performance Indicators [PPIS]) in the organization's business plan.</p>
2. Participate in the development of an OHS plan	<p>2.1 Potential motivators are identified among stakeholders together with potential barriers to the implementation of a systematic approach to managing OHS.</p> <p>2.2 An OHS plan is developed in consultation with workplace stakeholders based on agreed priorities and with measurable outcomes.</p> <p>2.3 Resources required are identified for implementation of the OHS plan.</p> <p>2.4 Action plans are developed with relevant responsibilities and time lines.</p> <p>2.5 Action plans are communicated to key personnel.</p>
3. Support the implementation of the systematic approach to managing OHS	<p>3.1 Knowledge of OHS management and OHS disciplines is applied in consultation with stakeholders, OHS specialists and technical advisors, to the development of policies and procedures</p> <p>3.2 Support is provided to managers to meet OHS responsibilities and action plans are implemented.</p> <p>3.3 Strategies are developed to effectively integrate OHS within other functional areas and management systems that impact on the management of OHS</p> <p>3.4 OHS training needs are identified and recommendations are formulated for delivery.</p>
4. Provide advice to key personnel	<p>4.1 Objective advice is provided in an ethical and non-</p>

and stakeholders	discriminating manner. 4.2 Situations are identified where OHS specialists may be required.
5. Participate in monitoring OHS	5.1 Implications are identified for the management of OHS and proposed changes to the workplace in consultation with stakeholders 5.2 Implications are identified for the management of OHS, external changes and changes to available information and data in consultation with stakeholders 5.3 Sources of workplace information and data are accessed as part of regular monitoring of OHS. 5.4 Achievement is monitored against action plans and plans are updated as appropriate. 5.5 Action is taken to update systematic approaches to manage OHS by taking into account proposed changes.
6. Participate in reviewing the management of OHS	6.1 The effectiveness of systematic approaches is regularly reviewed to manage OHS. 6.2 Frequency, method and scope of review are determined in consultation with stakeholders 6.3 Stakeholders are provided with input to the review. 6.4 Targets are identified for improvement in the management of OHS and recommendations made for improvement. 6.5 Appropriate levels of authority through planning, documentation and implementation, improvement strategies arising are communicated to from the review.

Variable	Range
Stakeholders	May include: <ul style="list-style-type: none"> employees health and safety, and other employee representatives managers OHS committees supervisors
Key personnel	May include: <ul style="list-style-type: none"> managers from other areas people involved in OHS decision making or who are likely to be impacted by decisions relating to OHS
Positive Performance Indicators	May include: <ul style="list-style-type: none"> data, facts or statistics which demonstrate how successfully a workplace is performing through measuring OHS processes
Motivators	May include: <ul style="list-style-type: none"> factors that make stakeholders likely to adopt OHS processes
Barriers to the	May include:

implementation of a systematic approach to managing OHS	<ul style="list-style-type: none"> • barriers to communication, such as language/literacy • diversity of workers • structural factors, such as multiple locations, shift work and supervisory arrangements • workplace culture issues, such as management commitment, supervisors' approach to compliance and acceptance of the priority of safety
A systemic approach to managing OHS	<p>May include:</p> <ul style="list-style-type: none"> • comprehensive processes that are combined in a methodical and ordered manner to minimise the risk of injury or ill health in the workplace • processes of: <ul style="list-style-type: none"> ➢ allocation of resources ➢ communication and consultation ➢ hazard management ➢ planning ➢ record keeping and reporting ➢ review and evaluation for ongoing improvement ➢ training and competency
OHS plan	<p>May include:</p> <ul style="list-style-type: none"> • a document that is usually developed annually but may be developed for a shorter or longer period and reviewed regularly • OHS performance indicators (i.e. objectives and targets that are achievable and practical) reflecting systematic approaches to managing OHS
Resources	<p>May include:</p> <ul style="list-style-type: none"> • financial requirement for implementation • personnel, including time allocation • equipment • specialised resources • access to other resources such as: <ul style="list-style-type: none"> ➢ OHS publications ➢ OHS internal sites ➢ industry-specific information
OHS specialists	<p>May include:</p> <ul style="list-style-type: none"> • ergonomists • injury management advisors • occupational health professionals • occupational hygienists
Technical advisors	<p>May include:</p> <ul style="list-style-type: none"> • engineers (such as design, acoustic, safety, mechanical and civil) • legal practitioners • maintenance and trades persons • workplace assessors and trainers
Policies and procedures	<p>May include:</p> <ul style="list-style-type: none"> • documents describing how tasks, projects, inspections, jobs

	<p>and processes are to be undertaken</p> <ul style="list-style-type: none"> • job/task statements • policies and procedures underpinning the management of OHS • purchasing and contracting procedures • quality system documentation • standard operating procedures
Other functional areas and management systems	<p>May include:</p> <ul style="list-style-type: none"> • engineering and maintenance • environmental management • finance and auditing • human resources, industrial relations and personnel management including payroll • information, data and records management • logistics • purchasing, procurement and contracting • quality management • strategic planning
Ethical advice	<p>May include:</p> <ul style="list-style-type: none"> • advice provided with the prime aim of reduction of workplace injury and ill health
Proposed changes to the workplace	<p>May include:</p> <ul style="list-style-type: none"> • changes to management practices • changes to work processes, work systems, work organisation, work practices and conditions • design of workplace • design or purchase of new plant or equipment • materials purchases
External changes	<p>May include:</p> <ul style="list-style-type: none"> • changes to legislation • new information and data available on OHS
Sources of workplace information and data	<p>May include:</p> <ul style="list-style-type: none"> • audits • hazard, incident and investigation reports • Material Safety Data Sheets (MSDSs) and registers • minutes of meetings • questionnaire information and data • reports - including those from external consultants • workplace inspections

Evidence Guide

Critical Aspects of Competence	<p>Must demonstrate knowledge and skills on:</p> <ul style="list-style-type: none"> • participation in organisational coordination and maintenance of OHS and associated systematic approaches • relevant OHS legislation (acts, regulations, codes of practice, associated standards and guidance material)
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<p>Underpinning Knowledge and Attitudes</p>	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> • legislative requirements for OHS information and data, and consultation • roles and responsibilities in relation to communication and consultation for OHS committees, OHS representatives, line management, employees and inspectors • requirements for record keeping that addresses OHS, privacy and other legislation • state/regional and local OHS legislation (acts, regulations, codes of practice, associated standards and guidance material) including prescriptive and performance approaches and links to other relevant legislation such as industrial relations, equal employment opportunity, workers compensation, rehabilitation • roles and responsibilities under OHS legislation of employees, including supervisors and contractors • structure and forms of legislation including regulations, codes of practice, associated standards and guidance material • difference between common law and statutory law • concept of common law duty of care • facilitation of the use of tools such as PPIs in assessment of OHS performance • nature of information and data that provides valid and reliable results on performance of OHS management processes (including positive indicators, such as number of safety audits conducted) • requirements for reporting under OHS and other relevant legislation including notification and reporting of incidents • hierarchy of control and considerations for choosing between different control measures, such as possible inadequacies of particular control measures • other functional areas that impact on the management of OHS • auditing methods and techniques • how the characteristics and composition of the workforce impact on risk and the systematic approach to managing OHS, for example: <ul style="list-style-type: none"> ➢ labor market changes ➢ structure and organization of workforce e.g. part-time, casual and contract workers, shift rosters, geographical location ➢ language, literacy and numeracy ➢ communication skills ➢ cultural background/workplace diversity ➢ gender ➢ workers with specific needs
<p>Underpinning Skills</p>	<p>Must demonstrate skills of:</p> <ul style="list-style-type: none"> • analytical skills to: <ul style="list-style-type: none"> ➢ identify areas for OHS improvement

	<ul style="list-style-type: none"> ➤ analyze relevant workplace information and data, and make observations of workplace tasks and interactions between people, their activities, equipment, environment and systems ➤ contribute to the assessment of the resources needed to systematically manage OHS and, where appropriate, access resources ➤ numeracy skills to carry out simple arithmetical calculations (e.g. % change), and to produce graphs of workplace information and data to identify trends and recognise limitations • communication skills to: <ul style="list-style-type: none"> ➤ conduct effective formal and informal meetings and to communicate effectively with personnel at all levels of the organization, OHS specialists and, as required, emergency services personnel ➤ prepare reports for a range of target groups including OHS committee, OHS representatives, managers and supervisors ➤ consultation and negotiation skills to develop plans, and to implement and monitor designated actions ➤ project management skills to achieve change in OHS matters ➤ organizational skills to manage own tasks within a timeframe ➤ information technology skills to access internal and external information and data on OHS
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Wholesale Management Level V	
Unit Title	Control Inventory
Unit Code	TRD WMG5 02 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to control inventory in a retail environment. It involves managing receipt, dispatch and storage of merchandise, and managing stock control.

Elements	Performance Criteria
1. Manage receipt, dispatch and storage of merchandise.	<p>1.1 Merchandise is received, dispatched and stored according to store policy and procedures.</p> <p>1.2 Cost-effective and efficient methods for goods movement are determined according to store policy.</p> <p>1.3 Maintenance procedures are implemented for storage areas and equipment according to store policy.</p>
2. Manage stock control.	<p>2.1 Store policy and procedures are implemented in regard to stock control and inventories.</p> <p>2.2 Store procedures are established and implemented to monitor and control stock levels.</p> <p>2.3 Budgeted stock levels are maintained.</p> <p>2.4 Stocktaking procedures are established and implemented.</p> <p>2.5 Contingency plans are established and maintained in regard to stock delivery times.</p> <p>2.6 Accurate reports on stock inventories are documented and prepared.</p>

Variable	Range
Store policy and procedures	<p>In regard to:</p> <ul style="list-style-type: none"> • receipt of goods from suppliers • dispatch of goods • shrinkage prevention • waste controls • safety controls • secure storage • stock control and inventories
Equipment	<p>May include:</p> <ul style="list-style-type: none"> • electronic bar coding equipment • weighing machines • thermometers • climate control

	<ul style="list-style-type: none"> • cold storage units • storage fixtures • trolley return equipment • portable data entry • cutting equipment • protective clothing
Stock control	<p>May include:</p> <ul style="list-style-type: none"> • stocktaking • monitoring stock levels • cyclical counts • minimisation of out-of-date stock • quality control
Contingency plans	<p>May include:</p> <ul style="list-style-type: none"> • breakdowns • delays • floods • breakages
Reports	<p>May include:</p> <ul style="list-style-type: none"> • business documents • informal reports • stock take report

Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills to:</p> <ul style="list-style-type: none"> • plan, coordinate and implement activities associated with receipt, dispatch, storage and movement of merchandise according to store policy and procedures, including OHS policies and guidelines • implement maintenance procedures for storage areas and equipment according to store policy • plan, coordinate and implement activities associated with stock control, including: <ul style="list-style-type: none"> • monitor and control stock levels • establishing and maintaining stocktaking procedures • document and report on inventories according to store policy and procedures
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> • store policy and procedures in regard to: <ul style="list-style-type: none"> ➤ receipt of goods from suppliers ➤ dispatch of goods ➤ shrinkage prevention ➤ waste controls ➤ safety controls ➤ secure storage in an appropriate environment ➤ equipment used to move stock ➤ store systems and equipment for stock recording and control

	<ul style="list-style-type: none"> ➤ inventory control ➤ storage security ➤ licensing requirements for operating moving equipment (if applicable) ➤ relevant legislation and statutory requirements ➤ relevant industry codes of practice ➤ Work Health and Safety (WHS) legislation and codes of practice
Underpinning Skills	<p>Demonstrate skills of:</p> <ul style="list-style-type: none"> • technical skills to use electronic recording equipment • time management skills to maintain stock levels according to store policy and procedure requirements • literacy and numeracy skills to: <ul style="list-style-type: none"> ➤ maintain stock control reports and documentation ➤ process orders ➤ maintain delivery and supply records ➤ maintain stock distribution records ➤ maintain stock recording systems ➤ analyze data ➤ prepare and present reports
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Wholesale Management Level V	
Unit Title	Manage Business Customers
Unit Code	TRD WMG5 03 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage contracts, reinforce trading terms and negotiate deals with business customers.

Elements	Performance Criteria
1. Negotiate deals.	<p>1.1 Special deals are established according to business policy and procedures.</p> <p>1.2 Deals are negotiated and completed according to business policy and procedures.</p> <p>1.3 Supporting promotional and merchandising activities are determined.</p> <p>1.4 Optimal sales and distribution arrangements are negotiated with customer prior to completion of deals.</p> <p>1.5 Special deals falling outside company policy and procedures are approved according to business guidelines.</p> <p>1.6 Supply arrangements are confirmed for goods of services under special deals prior to completion of deals.</p> <p>1.7 Deals that conform to business performance and marketing objectives are ensured.</p> <p>1.8 Deals that are legally valid and binding are ensured.</p>
2. Verify trading terms.	<p>2.1 Trading terms are set for product and services.</p> <p>2.2 Trading terms are set for customers and accounts.</p> <p>2.3 Procedures and policies are established to approve new or amended trading terms.</p> <p>2.4 Trading terms are communicated to internal and external personnel according to legislative and business procedures.</p> <p>2.5 Procedures and policies are confirmed for processing breach to trading terms and communicate to relevant staff.</p> <p>2.6 Processes are established for reviewing trading terms.</p> <p>2.7 Policy and procedures are established for managing trading terms to achieve business and customer service objectives.</p>
3. Manage business contracts.	<p>3.1 Contractual obligations and terms are negotiated and confirmed with business customers.</p> <p>3.2 Terms and conditions of contractual arrangements are applied with business account customers.</p>

	<p>3.3 Requirements for amendment or variation to existing contract are completed with a business according to business procedures and legal requirements.</p> <p>3.4 Performance of contract is monitored against agreed business objectives and standards.</p> <p>3.5 Contract variations are investigated and resolved according to contractual and business outcomes.</p> <p>3.6 Disputes over contracts are resolved to obtain business and customer outcomes.</p> <p>3.7 Contract reviews are regularly completed with customers, stakeholders and contract holders.</p>
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Variable	Range
Business policy and procedures	<p>In relation to:</p> <ul style="list-style-type: none"> • sale and supply of products and services • quality assurance and control • interaction with clients and customers • approval processes • negotiating contracts and trading terms
Promotional and merchandising activities	<p>May vary to accommodate variations in:</p> <ul style="list-style-type: none"> • demographics • economics • competition • social and cultural factors • political influences • legal factors • natural factors • technology
Sales and distribution arrangements	<p>May include:</p> <ul style="list-style-type: none"> • delivery of products • provision of services • maintenance and support agreements • leasing agreements and consultancies • research and development
Supply arrangements	<p>May include:</p> <ul style="list-style-type: none"> • quality • quantity • coverage and content • time schedules • cost
Relevant staff	<p>May include:</p> <ul style="list-style-type: none"> • internal or external contacts • employees • supervisors

	<ul style="list-style-type: none"> • relevant managers
Negotiating	<p>May include:</p> <ul style="list-style-type: none"> • contract variations, including ability to vary or modify targets, processes and clauses • innovations • modification and amendment rights • scope
Business customers	<p>May include:</p> <ul style="list-style-type: none"> • commercial enterprises • public agencies or organisations • governments • community and not-for-profit organisations • internal business units and divisions
Contractual arrangements	<p>May include:</p> <ul style="list-style-type: none"> • letters of appointment or intent • external contracts • trade partners • verbal and written orders • purchase order • petty cash • memorandums of understanding or memorandums of agreement • in-house service level agreements • contracts • common-use arrangements or standing offers • contracts as detailed under the Trade Practices Act • non-compliance • consequences

Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills to:</p> <ul style="list-style-type: none"> • actively negotiate and finalise legally binding contractual agreements with a range of business customers according to company policy • identify and understand business targets and strategic goals • manage business contacts and trading terms to achieve agreed business targets and strategic outcomes • demonstrate a high level of ethical and personal integrity in conduct of negotiations and management of contractual relationships
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge on:</p> <ul style="list-style-type: none"> • use and maintenance of standard business technology • configuration of management systems • public and private sector purchasing and procurement guidelines and rules • relevant commercial law and legislation, including:

	<ul style="list-style-type: none"> • law of contract • trade practice law • business policy and procedures in relation to: <ul style="list-style-type: none"> ➤ sale and supply of products and services ➤ quality assurance and control ➤ approval processes ➤ negotiating contracts and trading terms ➤ dealing with internal and external groups and teams ➤ principles and techniques in negotiation ➤ features and advantages of a contractual relationship ➤ elements that make a successful business partnership or relationship ➤ internal and external management systems ➤ competitor activities ➤ information sources on product and supply arrangements for customers ➤ OHS aspects of job
Underpinning Skills	<p>Must demonstrate skills of:</p> <ul style="list-style-type: none"> • interpersonal communication skills, including: <ul style="list-style-type: none"> ➤ consultation ➤ building relationships with business customers ➤ presentation ➤ negotiation ➤ dispute resolution ➤ analytical and research skills ➤ project and contract management skills ➤ determine appropriate support for promotional and merchandising activities ➤ create guidelines for approving and implementing special deals ➤ time management • literacy and numerical skills in regard to: <ul style="list-style-type: none"> ➤ documenting plans and decisions ➤ reading and interpreting information ➤ financial and budget planning ➤ establishing, confirming and reviewing trading terms ➤ developing and amending contracts according to business procedures and legal requirements
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Wholesale Management Level V	
Unit Title	Build Sales of Branded Products
Unit Code	TRD WMG5 04 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to promote, position and maximise the sale of branded products and services for a wholesale business in a territory.

Elements	Performance Criteria
1. Maximise sale of branded products in a territory.	<p>1.1 Characteristics and market position of product or service sales are determined in a territory.</p> <p>1.2 Major competitor activity in a territory or product or service area is reported to supervise manager.</p> <p>1.3 Special requests are processed and actioned from customer businesses distributing and selling brand.</p> <p>1.4 Sales plan is developed for a specific territory.</p> <p>1.5 Opportunities to value-add to existing businesses are built into sales strategies.</p> <p>1.6 Special events or opportunities are identified and reported for once-off sales and promotional programs.</p> <p>1.7 Special events are factored into sales plans.</p>
2. Secure effective product positioning in business outlets.	<p>2.1 Joint merchandising plans are implemented.</p> <p>2.2 Off-location displays are planned and secured.</p> <p>2.3 Optimal locations are secured for product displays.</p> <p>2.4 Products or services are confirmed to be available for promotions and supply agreements in a timely manner.</p> <p>2.5 Cooperative strategies are fostered with management of business customers to maximize product or service sales.</p>
3. Report on sale of branded products within a territory.	<p>3.1 Sales reports on branded product are completed for a territory.</p> <p>3.2 Key activities are reported by product, brand or service type for specific customers or other variables.</p> <p>3.3 Success of sales strategies is reported for branded product within a territory.</p> <p>3.4 Recommendations are submitted for improving sales of branded products in the territory to team management.</p>

Variable	Range
Characteristics	May include:

	<ul style="list-style-type: none"> • features and benefits • price range • supplier or manufacturer information • target group
Territory	<p>May be defined by:</p> <ul style="list-style-type: none"> • size, type and location of businesses • demographic parameters • territory size, location and geographic spread • account customers
Major competitor activity	<p>May include:</p> <ul style="list-style-type: none"> • market share • positioning with local businesses • price • quality • volume of sales • presentation or merchandising of products or services • customer retention figures • sales demographics
Brand	<p>May include:</p> <ul style="list-style-type: none"> • product brands • company brands • supplier brands • register trade marks • registered brands • intellectual property
Sales plan	<p>May include:</p> <ul style="list-style-type: none"> • relevant business policy and procedures • relevant legislation and statutory requirements • types of products and services provided • size, type and location of business • business merchandise range • characteristics of the specific products or services • customer demographics • customer confidence and expectations
Sales strategies	<p>May include:</p> <ul style="list-style-type: none"> • brand type • marketing campaigns • product or service • territory • promotional strategies and their duration, cycle, territory coverage and product or service focus
Special events	<p>May include:</p> <ul style="list-style-type: none"> • promotional campaigns • recreational events, e.g. sporting events and public gatherings • seasonal events, e.g. holidays
Promotional programs	<p>May include:</p> <ul style="list-style-type: none"> • manufacturer product or service campaigns

	<ul style="list-style-type: none"> • loyalty programs • seasonal campaigns • events • sales discounts • special displays • gift merchandise and promotional materials • staff uniforms, badges, hats, etc. • advertising materials
Merchandising plans	<p>May include:</p> <ul style="list-style-type: none"> • promotional activities • signage • new products • new range
Displays	<p>May include:</p> <ul style="list-style-type: none"> • window displays • promotion • sale • new products • new range • exhibition displays • displays for promotional photography
Cooperative strategies	<p>May include:</p> <ul style="list-style-type: none"> • joint promotions • special events support • pricing • collaborative planning • co-branding • improved trading terms
Reports	<p>May include information of:</p> <ul style="list-style-type: none"> • competitor activities • recalls • product problems • display disputes • business customer requests • end consumer complaints
Recommendations	<p>May be given:</p> <ul style="list-style-type: none"> • verbally • in writing • in groups • individually

Evidence Guide

Critical Aspects of Competence	<p>Demonstrates skills and knowledge competencies to:</p> <ul style="list-style-type: none"> • collects and organises relevant information to identify factors affecting sales of branded products • determines market share for branded products and develops
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	<p>sales objectives and strategies to maximise sales</p> <ul style="list-style-type: none"> • ensures productive product positioning in business outlets • implements and provides support for joint merchandising plans with business customers • proactively identifies and responds to special events and opportunities to build sales of branded products within a territory or with a business customer
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • analysis and reporting requirements • planning cycles • special events that affect a territory or business customer's account • strategies that foster cooperative planning • territory coverage plans • territory features and service characteristics • relevant business policy and procedures • OHS aspects of job • relevant commercial law and legislation
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • determine current market position • monitor progress towards sales targets • identify special events and anticipate customer demands • identify positioning of major competitors • evaluate success of sales strategies for branded product • provide recommendations for improving sales • literacy and numeracy skills to: <ul style="list-style-type: none"> ➤ read and interpret information ➤ review sales outcomes ➤ develop sales reports ➤ teamwork and collaboration ➤ personal task and priority planning ➤ time management ➤ implementing joint plans
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Wholesale Management Level V	
Unit Title	Manage Establishment of New Sites or Regions
Unit Code	TRD WMG5 05 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage the establishment of new sites or regions within an existing franchise operation and select new operators for existing franchises.

Elements	Performance Criteria
1. Identify opportunities for new franchise sites or regions	<p>1.1 Franchise organization's strategic plan is accessed for expansion of franchise operation to determine opportunities for new sites or regions.</p> <p>1.2 Analysis is made from closures of existing sites or regions and other industry data to identify opportunities for new sites or regions.</p> <p>1.3 Market research is undertaken to identify opportunities for new sites or regions</p> <p>1.4 Agreement on new sites and regions is obtained from senior management as relevant.</p> <p>1.5 Opportunities are confirmed and documented for new sites or regions within franchisor's policies.</p>
2. Select new franchisees	<p>2.1 Applicants for new sites or regions are supplied with requirements for establishing a franchise.</p> <p>2.2 Each applicant's suitability and ability are checked to meet franchisor's requirements in consultation with applicants and operation's management franchised.</p> <p>2.3 Each applicant's business planning documents are evaluated for suitability.</p>
3. Assist potential franchisees with establishing new franchise	<p>3.1 Potential franchisees are assisted with completion of business and marketing plans.</p> <p>3.2 Issues raised in relation to operation of the franchise are clarified with potential franchisees.</p> <p>3.3 Potential franchisees are assisted with obtaining required permits, site selection and financing options.</p> <p>3.4 Potential franchisees, marketing or other cooperative funds, intellectual property rights and rights are communicated and clarified with to client database.</p> <p>3.5 Physical and human resources required for commencement of franchise are determined in conjunction with potential franchisee.</p>

4. Formalise agreement with new franchisee/s	<p>4.1 Checks are made to ensure franchisee/s meet all requirements for entering into franchise agreement.</p> <p>4.2 Agreement is completed with new franchisee/s and necessary signatures are obtained.</p> <p>4.3 Date is determined for commencement of franchise/ s.</p>
5. Assist franchisee/s in opening new franchise	<p>5.1 Franchisee/s is/are assisted with obtaining required physical and human resources to commence operations.</p> <p>5.2 Franchisee/s is assisted with obtaining required products to commence operations</p> <p>5.3 Responsibilities of franchisor are determined and implemented as per franchise agreement.</p> <p>5.4 Assistance is provided to franchisee/s to determine and implement strategies and processes to meet franchisee obligations and legislative requirements as per franchise agreement and to manage the franchise.</p> <p>5.5 Ability to commence franchise operations on due date is monitored in conjunction with franchisee/s.</p> <p>5.6 Training needs of franchisee/s are determined and required training is facilitated.</p> <p>5.7 Problems arising in setting up franchise are resolved to commence business operations in conjunction with franchisee/s</p> <p>5.8 Operations of new site or region are commenced within specified timeframes and within parameters set down by franchisor.</p>

Variable	Range
Strategic plan	May include: <ul style="list-style-type: none"> • geographic spread of franchises • limits of regions/sites • number of franchises • other criteria for establishing new sites or regions
Industry data	May include: <ul style="list-style-type: none"> • information and statistics from government departments and agencies • reports and data from peak bodies
Applicants for new sites or regions	May include: <ul style="list-style-type: none"> • those opening a new site or region • those taking over an existing franchise
Requirements for establishing a franchise	May include: <ul style="list-style-type: none"> • capital or financial backing • franchise specific requirements • physical aptitude or fitness

	<ul style="list-style-type: none"> • receipt of disclosure document as specified in the Franchising Code of Conduct • skill levels or appropriate experience
Applicant's business planning documents	<p>May include:</p> <ul style="list-style-type: none"> • business plan • financial plan • marketing plan • other planning documents
Permits	<p>May include:</p> <ul style="list-style-type: none"> • dangerous goods • fire safety and OHS • local government permits • other permits governed by commonwealth, state/territory legislation • specific business operations such as liquor licence
Physical and human resources	<p>May include:</p> <ul style="list-style-type: none"> • franchise specific equipment • IT and communications equipment • premises • products (consumables, raw materials, stock) • shop fittings/office furniture • staff • vehicles
Requirements for entering into franchise agreement	<p>May include:</p> <ul style="list-style-type: none"> • awareness and understanding of requirements as outlined in the Franchising Code of Conduct • competence • financial • health, fitness and aptitude • probity and police checks
Products	<p>May include:</p> <ul style="list-style-type: none"> • consumables • raw materials • stock
Franchisee obligations	<p>May include:</p> <ul style="list-style-type: none"> • fees and pricing structures • franchise corporate image requirements and branding • merchandising requirements • quality assurance requirements • recognition of identified territory to avoid encroachment of territory between franchisees • reporting of income, sales and turnover • stock control and inventory requirements, and reporting of this information
Legislative requirements	<p>May include:</p> <ul style="list-style-type: none"> • Dangerous Goods Act requirements • fire regulations

	<ul style="list-style-type: none"> • food safety requirements • Liquor Licensing Act requirements • local government planning and land use zoning regulations • OHS requirements • other legislative requirements specific to the nature and type of franchise • relevant permits, licences and completion of training programs such as in safe food handling • requirements under employment legislation
Training	<p>May be:</p> <ul style="list-style-type: none"> • scheduled on a cyclical basis (such as yearly refresher courses and product knowledge workshops) • specified in initial franchise agreement • required by legislation such as first aid

Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills on:</p> <ul style="list-style-type: none"> • establishing a strategic plan for franchise expansion • providing advice and support to franchisees • completing an agreement with franchisees <p>knowledge of relevant legislation, codes of practice and national standards</p>
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge on:</p> <ul style="list-style-type: none"> • legislation, codes of practice and national standards relating to Occupational Health and Safety (OHS), company law, fair trading, anti-discrimination and other areas specific to the franchise operation • Franchising Code of Conduct • franchise specific obligations: <ul style="list-style-type: none"> ➤ as per franchise agreement ➤ as per updates and amendments to agreement over time
Underpinning Skills	<p>Must demonstrate skills of:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • communication and negotiation skills to secure new franchisees and sites • problem-solving skills to resolve issues in establishment of formal agreements with franchisees
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning

Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.
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Occupational Standard: Wholesale Management Level V	
Unit Title	Establish and Adjust the Marketing Mix
Unit Code	TRD WMG5 06 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to determine the optimum marketing mix for a business through analysis of inter related marketing components.

Elements	Performance Criteria
1. Evaluate each component of the marketing mix	<p>1.1 Key characteristics of products or services are identified and their significance to the market is estimated.</p> <p>1.2 Pricing policy is reviewed and pricing variables are analyzed to determine their effect on demand.</p> <p>1.3 Promotional methods are analyzed to determine their importance to marketing outcomes.</p> <p>1.4 Channels of distribution are reviewed and their significance is estimated in relation to marketing outcomes.</p> <p>1.5 Level of customer service provision is identified and analyzed to determine its significance to marketing outcomes.</p> <p>1.6 Potential customer base and key pressure points for success are identified.</p> <p>1.7 The effect of the components of marketing mix on each other is analyzed and tested and their relative importance established to customer base.</p>
2. Determine marketing mix for specific markets	<p>2.1 Environmental factors are identified and assessed for their impact on marketing mix.</p> <p>2.2 Consumer priorities, needs and preferences are identified to affect marketing mix.</p> <p>2.3 Product, pricing, promotional, distribution and service variations are considered and evaluated against marketing objectives, target market characteristics and desired positioning.</p> <p>2.4 Marketing mix is selected to best satisfy target market and meet marketing objectives.</p> <p>2.5 Marketing mix decision is ensured to meet organizational, strategic and operational marketing objectives.</p>
3. Monitor and adjust marketing mix	<p>3.1 Marketing mix is monitored against marketing performance and components are isolated for testing.</p> <p>3.2 Implications of altering one or more components of</p>

	<p>marketing mix are evaluated in relation to market factors and consumer response.</p> <p>3.3 Components of marketing mix are adjusted in response to test results and evaluation of market response.</p> <p>3.4 Adjusted marketing mix is ensured to meet budgetary requirements.</p> <p>3.5 Adjusted marketing mix is continued to meet organizational, strategic and operational marketing objectives, and desired positioning.</p>
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Variable	Range
Characteristics of products or services	<p>May include:</p> <ul style="list-style-type: none"> • brand • brand loyalty • compatibility with other products, services or equipment • degree of customisation • design • durability • ease of maintenance • features • flexibility • functional performance • innovativeness • occupational health and safety issues • packaging • pollution hazard reduction • quality • range of size, colour or other factors • reduction of risks to health and safety, such as noise • robustness • styling • technical features • upgrading • volumes available
Pricing variables	<p>May include:</p> <ul style="list-style-type: none"> • cost of ownership • credit terms • discount percentages • discount structure • financial deals • leasing arrangements • price point chosen • psychological elements • residual value • sales

	<ul style="list-style-type: none"> • special offers • stage payments
Promotional methods	<p>May include:</p> <ul style="list-style-type: none"> • impersonal promotion such as: <ul style="list-style-type: none"> ➢ advertising ➢ sales promotion • personal promotion such as: <ul style="list-style-type: none"> ➢ direct marketing ➢ face-to-face selling ➢ personal selling ➢ segmentation
Marketing	<p>May include:</p> <ul style="list-style-type: none"> • business-to-business marketing • direct marketing • ideas marketing • marketing of goods • public sector marketing • services marketing • telemarketing
Channels of distribution	<p>May include:</p> <ul style="list-style-type: none"> • dealers • delivery service • distributors • e-business • franchisees • internet • mail order • podcasts • re-seller • retail • self-service • telesales • wholesale
Level of customer service	<p>May include:</p> <ul style="list-style-type: none"> • after sales service • call centre support • electronic client service • no customer service • one-on-one personal service • sales assistance for problems or queries only
Marketing mix	<p>May include:</p> <ul style="list-style-type: none"> • customer service variables • distribution variables • pricing variables • product or service variables • promotional variables

Customer priorities, needs and preferences	<p>May include:</p> <ul style="list-style-type: none"> • required or preferred products/services • preferred price point • preferred purchase volume in units and in dollars • preferred method of payment • preferred time and place for responding • preferred time and place to take delivery • preferred medium to respond to direct response offers such as: <ul style="list-style-type: none"> ➤ in person ➤ mail ➤ phone ➤ website
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Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills on:</p> <ul style="list-style-type: none"> • levels of customer service to be provided • how a product or service will be distributed • how a product or service will be priced • whether additional products or services will be offered • how the product or service will be promoted • Reporting on at least one review of the success of marketing mix activities developed including coverage of any necessary adjustments made
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> • ethical principles • marketing codes • Trade Practices Act • organisational policies, procedures, products and services • principles and concepts of marketing such as consumer or buyer behaviour and elements of marketing mix • statistical techniques
Underpinning Skills	<p>Must demonstrate skills of:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • literacy skills to identify market information, to write in a range of styles for different audiences and to interpret requirements • numeracy skills to interpret testing results and to manage marketing budgets • organisational and time management skills to design and adjust a marketing mix
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test

	<ul style="list-style-type: none">• Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Wholesale Management Level V	
Unit Title	Manage Distribution Processes
Unit Code	TRD WMG5 07 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage distribution relationships to ensure supply from retail or wholesale business meets operational and customer requirements.

Elements	Performance Criteria
1. Manage purchasing agreements with business customers	<p>1.1 Distribution and supply agreements are reviewed with business customers to ensure they are legally enforceable.</p> <p>1.2 Existing supply and distribution agreements are amended to meet agreed business customer and end consumer needs.</p> <p>1.3 New supply and distribution agreements are negotiated according to business policy and procedures and legal requirements.</p> <p>1.4 Supply and distribution agreements are implemented to achieve agreed business and customer objectives.</p> <p>1.5 Supply and distribution licences and agreements are communicated to relevant personnel.</p>
2. Monitor supply arrangements with business customers	<p>2.1 Measures and determinants of effective supplier relationships are set between the retail or wholesale business and customers.</p> <p>2.2 Ability of retail or wholesale business is monitored to meet obligations under supply and distribution agreements.</p> <p>2.3 Satisfaction of customers with supply and distribution of retail or wholesale products and services is determined.</p> <p>2.4 Customer complaints or reported problems are investigated with supply and distribution systems.</p> <p>2.5 Reported problems or customer complaints are resolved with supply and distribution systems and root causes are removed.</p>
3. Introduce product range	<p>3.1 Managers and staff are informed of new product ranges and advised of preferred location of merchandise.</p> <p>3.2 Staff training is implemented in product knowledge to introduce product range.</p> <p>3.3 New product ranges are demonstrated and displayed to staff according to business merchandising plan.</p>
4. Monitor quality	4.1 Merchandise quality standards are established with

control of supply and distribution	<p>suppliers according to legal requirements, customer requirements and business policy.</p> <p>4.2 Quality of merchandise is monitored and ensured during supply, manufacture and delivery processes.</p> <p>4.3 Stock return figures are recorded and analysed against target figures.</p>
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Variable	Range
Distribution and supply agreements	<p>May include:</p> <ul style="list-style-type: none"> • delivery of products • provision of services • maintenance and support agreements • leasing agreements and consultancies • research and development
Business customer and end consumer needs	<p>May vary according to:</p> <ul style="list-style-type: none"> • demographics • economics • competition • social and cultural factors • political influences • legal factors • natural factors • technology
Business policy and procedures	<p>May relate to:</p> <ul style="list-style-type: none"> • supply and distribution of merchandise • interacting with customers • approval processes • negotiating supply and distribution agreements
Legal requirements	<p>May include:</p> <ul style="list-style-type: none"> • industry codes of practice • transport, storage and handling of goods • contract law • Trade Practices and Fair Trading Acts • pricing procedures, including inclusion or exclusion of GST
Business and customer objectives	<p>May relate to:</p> <ul style="list-style-type: none"> • time management • standards of work • quality • quantity • observance of policy and procedures • meeting legislative requirements • financial control • inventory control • risk management • loss prevention

Relevant personnel	<p>May include:</p> <ul style="list-style-type: none"> • manager or supervisor • colleagues • business or area manager • internal or external logistics personnel • business customer contacts • end consumers
Customers	<p>May include:</p> <ul style="list-style-type: none"> • new or repeat contacts • internal or external contacts • customers with routine or special requests • local, regional, interstate or international customers • people from a range of social, cultural and ethnic backgrounds and with varying physical and mental abilities
Managers and staff	<p>May include:</p> <ul style="list-style-type: none"> • full-time, part-time or casual or contract staff • staff under contract • people with varying degrees of language and literacy • people from a range of cultural, social and ethnic backgrounds • people with a range of responsibilities and job descriptions
Training	<p>May include:</p> <ul style="list-style-type: none"> • formal or informal training • coaching or mentoring • informational seminars • written information
Merchandising plan	<p>May relate to:</p> <ul style="list-style-type: none"> • business culture • current market position • merchandise and product range • pricing, labeling and packaging requirements
Suppliers	<p>May be:</p> <ul style="list-style-type: none"> • local or overseas • existing or new contacts • internal or external

Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills on:</p> <ul style="list-style-type: none"> • negotiates and executes supply and distribution agreements according to business policy and legal requirements • ensures distribution processes comply with obligations under distribution and license agreements and relevant legislation • responds to customer complaints and supply and distribution problems promptly according to business policy and procedures • reviews distribution processes and supply agreements to ensure continuous improvement.

Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge of:</p> <ul style="list-style-type: none"> • business purchasing and distribution practices and procedures • legal considerations • range decisions and practices • existing supply and distribution agreements • quality standards relating to: • merchandising <ul style="list-style-type: none"> ➢ supply ➢ products ➢ customer service • ethical practices affecting purchasing agreements • risk management • principles and techniques in analysis, assessment, development and implementation • Work Health and Safety (WHS) aspects of job • relevant commercial law and legislation
Underpinning Skills	<p>Must demonstrate skills of:</p> <ul style="list-style-type: none"> • planning and management skills to develop, implement and monitor contracts and agreements • literacy and numeracy skills to: <ul style="list-style-type: none"> ➢ collect and organize information ➢ interpret a range of workplace documentation ➢ access and interpret supply and distribution information ➢ generate reports ➢ maintain distribution records and information ➢ analytical skills to evaluate information • interpersonal skills to: <ul style="list-style-type: none"> ➢ negotiate supply and distribution agreements ➢ report and resolve customer complaints ➢ inform managers and staff of new products and how best to promote them through clear and direct communication ➢ ask questions to identify and confirm requirements ➢ share information ➢ give instructions ➢ use language and concepts appropriate to cultural differences ➢ use and interpret non-verbal communication
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Wholesale Management Level V	
Unit Title	Manage Relationships with Franchisees
Unit Code	TRD WMG5 08 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage relationships with franchisees.

Elements	Performance Criteria
1. Establish relationship with franchisees	<p>1.1 Franchisee advisory council and other communication channels are established to link franchisee and franchisor to inform best practice and support franchisees and franchise operations</p> <p>1.2 Own role on franchisee advisory council are determined and implemented.</p> <p>1.3 Role and responsibilities as franchisor's representative are determined and clarified.</p> <p>1.4 Schedule of contact is established with franchisees.</p> <p>1.5 Initial meetings are held with franchisees to initiate ongoing relationships.</p> <p>1.6 Roles and responsibilities of franchisor and franchisee are discussed and clarified with franchisees at initial meetings.</p>
2. Facilitate customer service provision to franchisees	<p>2.1 Services to be provided to franchisees are scheduled and facilitated as per agreement.</p> <p>2.2 Needs are negotiated and facilitated for additional services.</p> <p>2.3 Marketing or other cooperative funds are managed according to documented agreements with franchisees.</p> <p>2.4 Problems arising in service provision is resolved with franchisees in line with documented complaint handling procedures as specified in the franchising code of conduct</p> <p>2.5 Currency of information relating to services provided is maintained through franchisor.</p>
3. Provide advice to franchisees	<p>3.1 Business activity of franchisees is monitored.</p> <p>3.2 Specific advice is provided to franchisees through required training.</p> <p>3.3 Requests for advice are clarified from franchisees and appropriate responses provided.</p> <p>3.4 Research is undertaken to inform advice to be provided.</p> <p>3.5 Timely, accurate advice is provided in a manner that promotes acceptance of that advice.</p> <p>3.6 Follow up with franchisee is understood to ensure advice</p>

	and appropriate responses are made by franchisee
4. Review management of relationship with franchisees	<p>4.1 Relationships with franchisees are monitored for customer satisfaction.</p> <p>4.2 Strategies and practices are reviewed to manage relationship with franchisees to identify improvements.</p> <p>4.3 Identified improvements are implemented in managing relationships with franchisees.</p>

Variable	Range
Other communication channels	<p>May include:</p> <ul style="list-style-type: none"> • contact via email, mobile/office based telephone, pagers and other emergency contact channels • meeting schedules • workshops for franchisees
Services to be provided to franchisees	<p>May include:</p> <ul style="list-style-type: none"> • advice on operational matters • assistance with quality assurance • assistance with use and maintenance of equipment • facilitating the identification of training needs and training delivery
Required training	<p>May be:</p> <ul style="list-style-type: none"> • scheduled on cyclical basis (such as yearly refresher courses, product knowledge workshops) • specified in franchise agreement as franchise is established • required by legislation such as first aid, food handling

Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills on:</p> <ul style="list-style-type: none"> • creating strategies and processes to manage relationships with franchisees • providing advice to franchisees • analysing franchisee needs • knowledge of relevant legislation, codes of practice and national standards.
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge on:</p> <ul style="list-style-type: none"> • legislation, codes of practice and national standards relating to Occupational Health and Safety (OHS), company law, fair trading, anti-discrimination and other areas specific to the franchise operation • Franchising Code of Conduct • franchise specific obligations:

	<ul style="list-style-type: none"> ➤ as per franchise agreement ➤ as per updates and amendments to agreement over time.
Underpinning Skills	<p>Must demonstrate skills of:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • business planning and management skills to provide customer service support to franchisees • communication and negotiation skills to establish and support relationships with franchisees • problem-solving skills to address issues in relationship with franchisees.
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Wholesale Management Level V	
Unit Title	Manage Closure of a Franchise
Unit Code	TRD WMG5 09 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage the closure of a franchise or to transfer it to a new franchisee, or to take action to prevent a closure being executed.

Elements	Performance Criteria
1. Investigate and implement alternatives to closure	<p>1.1 Reasons for closure are discussed, documented and analyzed with relevant stakeholders.</p> <p>1.2 Lessons learned from previous franchise closures and potential franchise closures are used to arrive at alternative strategies.</p> <p>1.3 Alternative strategies are researched and negotiated to closure with franchisee and relevant third parties.</p> <p>1.4 Feasibility of transferring franchise is assessed to new franchisee.</p> <p>1.5 Where feasible, alternative arrangements are implemented to closure including transfer.</p>
2. Determine roles and responsibilities in closure or transfer of franchisee	<p>2.1 Roles and responsibilities of all parties are determined in closure or transferred in line with the Franchising Code of Conduct.</p> <p>2.2 Process is negotiated for effecting closure or transferred with relevant stakeholders and documented in the form of a plan.</p> <p>2.3 Responsibilities are allocated for effecting closure or transfer.</p> <p>2.4 Closing date or transfer date for franchise is negotiated with relevant stakeholders.</p>
3. Implement plan for closure or transfer	<p>3.1 Closing date or transfer date for franchise is communicated to relevant stakeholders.</p> <p>3.2 Disposal of assets are carried out according to plan or transferred to new franchisee.</p> <p>3.3 Financial settlements are facilitated with financial institutions or franchisor's financial officers or debt collectors.</p> <p>3.4 Arrangements are implemented for closure or transferred in consultation with customers.</p> <p>3.5 Intellectual property including client database are disposed of according to agreement between franchisor and franchisee.</p> <p>3.6 Checks are completed to ensure that the process for closure</p>

	or transfer is undertaken according to plan.
4. Review implications for franchise operations	<p>4.1 Implications for franchise operations are analyzed from review of closure or transfer.</p> <p>4.2 Improvements are identified and recommended to franchise operations and management of franchises.</p>

Variable	Range
Relevant stakeholders	<p>May include:</p> <ul style="list-style-type: none"> • customers • financial institutions and backers for franchisee • franchisee • other franchisor management staff • regulatory authorities issuing relevant permits
Alternative strategies	<p>May include:</p> <ul style="list-style-type: none"> • franchise specific promotion • franchisor take-over of operations on a temporary basis until new franchisee is selected • negotiating 'grace periods' for debts • refinancing • resizing of business • transferring to new operator • combination of these strategies
Roles and responsibilities	<p>May include:</p> <ul style="list-style-type: none"> • disposing of assets • informing customers of new arrangements • managing financial settlements and handling debtors • managing supplier relationships during closure/transfer • selecting new franchisees
Disposal of assets	<p>May include:</p> <ul style="list-style-type: none"> • offer to new franchisee/s • sale • tender

Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills on:</p> <ul style="list-style-type: none"> • planning and evaluation of closure and alternatives • consulting all stakeholders involved in closure • documenting reasons for closure and incorporating these reasons into plans for future operations • knowledge of relevant legislation, codes of practice and national standards
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge on:</p> <ul style="list-style-type: none"> • legislation, codes of practice and national standards relating to Occupational Health and Safety (OHS), company law, fair trading, anti-discrimination and other areas specific to the

	<p>franchise operation</p> <ul style="list-style-type: none"> • Franchising Code of Conduct • franchise specific obligations: <ul style="list-style-type: none"> ➤ as per franchise agreement ➤ as per updates and amendments to agreement
Underpinning Skills	<p>Must demonstrate skills of:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • business management skills to develop plans for closure • communication and negotiation skills to work with franchisees to implement closure • analysis and evaluation skills to determine alternatives to closure • problem-solving skills to address issues arising in closure
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Wholesale Management Level V	
Unit Title	Manage a Franchise Operation
Unit Code	TRD WMG5 10 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage a franchise operation.

Elements	Performance Criteria
1. Establish procedures for managing a franchise operation	1.1 Obligations of both parties under franchising agreement are determined. 1.2 Procedures are developed for ensuring compliance with franchising obligations and legislative requirements 1.3 Franchises reporting requirements are developed and communicated to franchisees.
2. Implement procedures for managing a franchise operation	2.1 Procedures for franchises are implemented to ensure compliance with franchising obligations and legislative requirements. 2.2 Instances of non-compliance are identified and acted upon in conjunction with franchises. 2.3 Reports from franchises are monitored for completeness, accuracy and timeliness of submission. 2.4 Potential disputes with franchises are identified and action is taken to resolve before eventuation. 2.5 Disputes are resolved to eventuate and reach an agreed settlement within established procedures as documented in the franchising code of conduct.
3. Review a franchise operation	3.1 Monitoring of franchises is used to inform review process for franchise operation. 3.2 Improvements in franchise operation and management of franchises are identified from monitoring franchises' business operations. 3.3 Recommendations are made to improve the effectiveness of the franchise operation and individual franchises.

Variable	Range
Franchising obligations	May include: <ul style="list-style-type: none"> • fees and pricing structures • franchise corporate image requirements and branding • merchandising requirements • quality assurance requirements

	<ul style="list-style-type: none"> • reporting of income, sales and turnover • stock control and inventory requirements, and reporting of this information
Legislative requirements	<p>May include:</p> <ul style="list-style-type: none"> • Dangerous Goods Act requirements • fire regulations • food safety requirements • Liquor Licensing Act requirements • local government planning and land use zoning regulations • OHS requirements • other legislative requirements specific to the nature and type of franchise • relevant permits, licences and completion of training programs such as in safe food handling • requirements under employment legislation
Reporting requirements	<p>May include:</p> <ul style="list-style-type: none"> • accident and incident reporting and recording • customer numbers and turnover • income, expenditure and other financial reports • stock levels and inventory control

Evidence Guide			
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills on:</p> <ul style="list-style-type: none"> • documenting franchising agreement, including franchisee obligations • taking action to ensure franchisee compliance with obligations and addressing non-compliance • improving franchise operations based on feedback and monitoring activities • knowledge of relevant legislation, codes of practice and national standards 		
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge on:</p> <ul style="list-style-type: none"> • legislation, codes of practice and national standards relating to Occupational Health and Safety (OHS), company law, fair trading, anti-discrimination and other areas specific to the franchise operation • Franchising Code of Conduct • franchise specific obligations: <ul style="list-style-type: none"> ➤ as per franchise agreement ➤ as per updates and amendments to the agreement over time 		
Underpinning Skills	<p>Must demonstrate skills of:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • marketing skills to promote new franchises 		
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	<ul style="list-style-type: none"> • problem-solving skills to resolve issues in commencement of operations and new franchises • communication and negotiation skills to address potential disputes • analysis skills to monitor and review franchise performance
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Wholesale Management Level V	
Unit Title	Manage Budgets and Financial Plans
Unit Code	TRD WMG5 11 0714
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to undertake financial management within a work team in an organisation. This includes planning and implementing financial management approaches, supporting team members whose role involves aspects of financial operations, monitoring and controlling finances, and reviewing and evaluating effectiveness of financial management processes in line with the financial objectives of the work team and the organisation.

Elements	Performance Criteria
1. Plan financial management approaches	<p>1.1 Budget/financial plans are accessed for the work team.</p> <p>1.2 Budget/financial plans are clarified with relevant personnel within the organization to ensure that documented outcomes are achievable, accurate and comprehensible.</p> <p>1.3 Any changes required to be made to budget/financial plans are negotiated with relevant personnel within the organization</p> <p>1.4 Contingency plans are prepared in the event that initial plans need to be varied.</p>
2. Implement financial management approaches	<p>2.1 Relevant details of the agreed budget/financial plans are disseminated to team members.</p> <p>2.2 Support is provided to ensure that team members can competently perform required roles associated with the management of finances</p> <p>2.3 Resources and systems are determined and accessed to manage financial management processes within the work team.</p>
3. Monitor and control finances	<p>3.1 Processes are implemented to monitor actual expenditure and control costs across the work team.</p> <p>3.2 Expenditure and costs are monitored on an agreed cyclical basis to identify cost variations and expenditure overruns.</p> <p>3.3 Contingency plans are implemented, monitored and modified as required to maintain financial objectives.</p> <p>3.4 Budget and expenditure are reported in accordance with organizational protocols.</p>
4. Review and	4.1 Data and information on the effectiveness of financial

evaluate financial management processes	<p>management processes are collected and collated for within the work team.</p> <p>4.2 Data and information on the effectiveness of financial management processes are analyzed within the work team and any improvements are identified, documented and recommended to existing processes.</p> <p>4.3 Agreed improvements are implemented and monitored in line with financial objectives of the work team and the organization.</p>
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Variable	Range
Budget/financial plans	<p>May include:</p> <ul style="list-style-type: none"> • cash flow projections • long-term budgets/plans • operational plans • short-term budgets/plans • spreadsheet-based financial projections • targets or key performance indicators for production, productivity, wastage, sales, income and expenditure
Relevant personnel	<p>May include:</p> <ul style="list-style-type: none"> • financial managers, accountants or financial controllers • supervisors, other frontline managers
Contingency plans	<p>May include:</p> <ul style="list-style-type: none"> • contracting out or outsourcing human resources and other functions or tasks • diversification of outcomes • finding cheaper or lower quality raw materials and consumables • increasing sales or production • recycling and re-using • rental, hire purchase or alternative means of procurement of required materials, equipment and stock • restructuring of organisation to reduce labour costs • risk identification, assessment and management processes • seeking further funding • strategies for reducing costs, wastage, stock or consumables • succession planning
Support	<p>May include:</p> <ul style="list-style-type: none"> • access to specialist advice • documentation of procedures • help desk or identified experts within the organisation • information briefings or sessions • intranet-based information • training including mentoring, coaching and shadowing
Required roles	<p>May include:</p> <ul style="list-style-type: none"> • arranging for use of corporate credit cards

	<ul style="list-style-type: none"> • banking • debt collection • ensuring security, accuracy and currency of financial operations • invoicing clients, customers and consumers • maintaining journals, ledgers and other record keeping systems • maintaining petty cash system • purchasing and procurement • wages and salaries payments and record keeping
Resources and systems	<p>May include:</p> <ul style="list-style-type: none"> • hardware and software • human, physical or financial resources • record keeping systems (electronic and paper-based) • specialist advice or support
Processes	<p>Include:</p> <ul style="list-style-type: none"> • reporting of: <ul style="list-style-type: none"> ➤ assets ➤ consumables ➤ equipment ➤ expenditure ➤ income ➤ stock ➤ wastage
Reporting	<p>May include data from:</p> <ul style="list-style-type: none"> • bank statements • credit card statements • financial reports • invoices and receipts • ledgers and journals • logs • petty cash records • spreadsheet-based records
Data and information	<p>May include records (paper-based and electronic) related to:</p> <ul style="list-style-type: none"> • bank account records • cash flow data • contracts • credit card receipts • employee timesheets • files of paid purchase and service invoices • income and expenditure • insurance reports • invoices • job costing • petty cash receipts • quotations • taxation records

	<ul style="list-style-type: none"> wages/salaries books
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Evidence Guide	
Critical Aspects of Competence	<p>Must demonstrate knowledge and skills on:</p> <ul style="list-style-type: none"> financial skills required to work with and interpret budgets, ageing summaries, cash flow, petty cash, GST, and profit and loss statements the record keeping requirements for the ATO and for auditing purposes
Underpinning Knowledge and Attitudes	<p>Must demonstrate knowledge on:</p> <ul style="list-style-type: none"> basic accounting principles organisational requirements related to financial management relevant legislation and current requirements of the Australian Taxation Office, including GST requirements for organisational record keeping and auditing principles and techniques involved in: <ul style="list-style-type: none"> budgeting cash flows electronic spreadsheets GST ledgers and financial statements profit and loss statements
Underpinning Skills	<p>Must demonstrate:</p> <ul style="list-style-type: none"> numeracy skills to read and understand a budget and to update a budget technology skills to use software associated with financial record keeping
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> Interview / Written Test Observation / Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: Wholesale Management Level V	
Unit Title	Manage Project Quality
Unit Code	TRD WMG5 12 0714
Unit Descriptor	This unit specifies the outcomes required to manage quality within projects. It covers determining quality requirements, implementing quality assurance processes, and using review and evaluation to make quality improvements in current and future projects.

Elements	Performance Criteria
1. Determine quality requirements	<p>1.1 Quality objectives, standards and levels are determined, with input from stakeholders and guidance of a higher project authority, to establish the basis for quality outcomes and a quality management plan.</p> <p>1.2 Established quality management methods, techniques and tools are selected and used to determine preferred mix of quality, capability, cost and time.</p> <p>1.3 Quality criteria are identified, agreed with a higher project authority and communicated to stakeholders to ensure clarity of understanding and achievement of quality and overall project objectives.</p> <p>1.4 Agreed quality requirements are included in the project plan and implemented as basis for performance measurement.</p>
2. Implement quality assurance	<p>2.1 Results of project activities and product performance are measured and documented throughout the project life cycle to determine compliance with agreed quality standards.</p> <p>2.2 Causes of unsatisfactory results are identified, in consultation with the client, and appropriate actions are recommended to a higher project authority to enable continuous improvement in quality outcomes.</p> <p>2.3 Inspections of quality processes and quality control results are conducted to determine compliance of quality standards to overall quality objectives.</p> <p>2.4 A quality management system is maintained to enable effective recording and communication of quality issues and outcomes to a higher project authority and stakeholders.</p>
3. Implement project quality improvements	<p>3.1 Processes are reviewed and agreed changes implemented continually throughout the project life cycle to ensure continuous improvement to quality.</p> <p>3.2 Project outcomes are reviewed against performance criteria to determine the effectiveness of quality management processes and procedures.</p>

	3.3 Lessons learned and recommended improvements are identified, documented and passed on to a higher project authority for application in future projects.
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Variable	Range
Quality objectives	May include but not limited to: <ul style="list-style-type: none"> • requirements from the client and other stakeholders • requirements from a higher project authority • negotiated trade-offs between cost, schedule and performance • those quality aspects which may impact on customer satisfaction
Quality management plan	May include but not limited to: <ul style="list-style-type: none"> • established processes • authorizations and responsibilities for quality control • quality assurance • continuous improvement
Quality management methods, techniques and tools	May include but not limited to: <ul style="list-style-type: none"> • brainstorming • benchmarking • charting processes • ranking candidates • defining control • undertaking benefit/cost analysis • processes that limit and/or indicate variation • control charts • flowcharts • histograms • pareto charts • scatter gram • run charts
Quality control	May include but not limited to: <ul style="list-style-type: none"> • monitoring conformance with specifications • recommending ways to eliminate causes of unsatisfactory • performance of products or processes • monitoring of regular inspections by internal or external agents
Improvements	May include but not limited to: <ul style="list-style-type: none"> • formal practices, such as total quality management or continuous improvement • improvement by less formal processes which enhance both the product quality and processes of the project, for example client surveys to determine client satisfaction with project team performance

Evidence Guide	
Critical Aspects of	Demonstrates skills and knowledge in:

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Competence	<ul style="list-style-type: none"> • lists of quality objectives, standards, levels and measurement criteria • records of inspections, recommended rectification actions and quality outcomes • management of quality management system and quality management plans • application of quality control, quality assurance and continuous improvement processes • records of quality reviews • lists of lessons learned and recommended improvements <p>Processes that could be used as evidence include:</p> <ul style="list-style-type: none"> • how quality requirements and outcomes were determined for projects • how quality tools were selected for use in projects • how team members were managed throughout projects with respect to quality within the project • how quality was managed throughout projects • how problems and issues with respect to quality and arising during projects were identified and addressed • how projects were reviewed with respect to quality management • how improvements to quality management of projects have been acted upon 		
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • the principles of project quality management and their application • acceptance of responsibilities for project quality management • use of quality management systems and standards • the place of quality management in the context of the project life cycle • appropriate project quality management methodologies; and their capabilities, limitations, applicability and contribution to project outcomes • attributes: <ul style="list-style-type: none"> ➤ analytical ➤ attention to detail ➤ able to maintain an overview ➤ communicative ➤ positive leadership 		
Underpinning Skills	<p>Demonstrate skills of:</p> <ul style="list-style-type: none"> • ability to relate to people from a range of social, cultural and ethnic backgrounds, and physical and mental abilities • project management • quality management • planning and organizing • communication and negotiation • problem-solving • leadership and personnel management 		
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	<ul style="list-style-type: none"> • monitoring and review skills
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Wholesale Management Level V	
Unit Title	Facilitate and Capitalize on Change and Innovation
Unit Code	TRD WMG5 13 0714
Unit Descriptor	This unit specifies the outcomes required to plan and manage the introduction and facilitation of change; particular emphasis is on the development of creative and flexible approaches, and on managing emerging opportunities and challenges.

Elements	Performance Criteria
1. Participate in planning the introduction and facilitation of change	<p>1.1 Concept, nature importance and objective of change are understood.</p> <p>1.2 Steps tools and approaches of changes are planned and made in consultation with appropriate stakeholders.</p> <p>1.3 The relationship among innovation, quality, change and cost is understood.</p> <p>1.4 Environments that facilitate the expedition of change are understood.</p> <p>1.5 Change resistance reducing techniques are identified and implemented.</p>
2. Manage growth and transition of business	<p>2.1 Needs for growth are identified.</p> <p>2.2 Growth strategies are identified.</p> <p>2.3 Selected growth strategies are implemented.</p>
3. Develop creative and flexible approaches and solutions	<p>3.1 Concepts, types and nature of problem are understood.</p> <p>3.2 Variety of problem solving techniques and approaches are identified and analyzed to manage workplace issues.</p> <p>3.3 Risks are identified and assessed, and action initiated to manage these to achieve a recognized benefit or advantage to the organization.</p> <p>3.4 Workplace is managed in a way which promotes the development of innovative approaches and outcomes.</p> <p>3.5 Creative and responsive approaches to resource management are used to improve productivity and services, and/or reduce costs.</p>
4. Manage emerging challenges and opportunities	<p>4.1 Future challenges and opportunities are identified in reference to global business situation</p> <p>4.2 The role of technology and its value additions are explained.</p> <p>4.3 Technology and innovation based system is introduced and implemented</p> <p>4.4 Individuals and teams are supported to respond</p>

	<p>effectively and efficiently to changes in the organization's goals, plans and priorities.</p> <p>4.5 Coaching and mentoring are made to assist individuals and teams to develop competencies to handle change efficiently and effectively.</p> <p>4.6 Opportunities are identified and taken as appropriate to make adjustments and respond to the changing needs of customers and the organization.</p> <p>4.7 Information needs of individuals and teams are anticipated and facilitated as part of change implementation and management.</p> <p>4.8 Recommendations are identified, evaluated and negotiated for improving the methods to manage change with appropriate individuals and groups.</p>
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Variables	Range
Appropriate stakeholders	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Organization directors and other relevant managers • Teams and individual employees who are both directly and indirectly involved in the proposed change • Union/employee representatives or groups • OHS committees • Other people with specialist responsibilities • External stakeholders where appropriate - such as clients, suppliers, industry associations, regulatory and licensing agencies
Change resistance reducing techniques	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Education and communication • Participation and involvement • Facilitation and support • Negotiation and agreement • Manipulation and cooptation • Explicit and implicit coercion
Needs for growth	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Survival • Economies of scale • Expansion of market • Owners mandate • Technology • Government policy • Self sufficiency
Growth Strategies	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Franchising • Outsourcing • Sub-contracting • Merging

Risks	May include but not limited to: <ul style="list-style-type: none"> • Financial and non-financial risks
Information needs	May include but not limited to: <ul style="list-style-type: none"> • New and emerging workplace issues • Implications for current work roles and practices including training and development • Changes relative to workplace legislation, such as OHS, workplace data such as productivity, inputs/outputs and future projections • Planning documents • Reports • Market trend data • Scenario plans • Customer/competitor data

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge to: <ul style="list-style-type: none"> • Participate in planning the introduction and facilitation of change • Manage growth and transition of business • Develop creative and flexible approaches and solutions • Manage emerging challenges and opportunities
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: <ul style="list-style-type: none"> • Relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination • Growth strategies • The principles and techniques involved in: <ul style="list-style-type: none"> ➢ Change and innovation management ➢ Development of strategies and procedures to implement and facilitate change and innovation • Use of risk management strategies: <ul style="list-style-type: none"> ➢ Identifying hazards, ➢ Assessing risks and implementing risk control measures ➢ Problem identification and resolution ➢ Leadership and mentoring techniques ➢ Management of quality customer service delivery ➢ Consultation and communication techniques ➢ Record keeping and management methods ➢ The sources of change and how they impact ➢ Factors which lead/cause resistance to change ➢ Approaches to managing workplace issues
Underpinning Skills	Demonstrate skills on: <ul style="list-style-type: none"> • Communication skills • Planning skills • Managing risk • Team work

Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: Wholesale Management Level V	
Unit Title	Manage Continuous Improvement Process (Kaizen)
Unit Code	TRD WMG5 14 0714
Unit Descriptor	This unit describes the performance, outcomes, knowledge, attitude and skills required to sustain and develop an environment in which continuous improvement, innovation and learning are promoted, rewarded and managed.

Elements	Performance criteria
1. Diagnose the current status.	<p>1.1 Parameters used for study current situation are obtained.</p> <p>1.2 Internal and external environment is analyzed.</p> <p>1.3 Problems related to targeted environment is recognized and identified.</p> <p>1.4 Problems regarding to current situation are analyzed.</p> <p>1.5 Alternatives are generated.</p> <p>1.6 Best alternatives are selected.</p>
2. Design an effective continuous improvement process (kaizen).	<p>2.1 The values, mission and goals of kaizen management system are clarified.</p> <p>2.2 The kaizen management template and a visual management logo full of purpose and meaning are developed.</p> <p>2.3 A clear action strategy (master and detailed plans) is defined.</p> <p>2.4 The most effective and proven kaizen tools are chosen and applied.</p> <p>2.5 A practical way is identified to involve all employees in Gemba activities (top, middle and bottom).</p>
3. Develop change capability.	<p>3. 1. Kaizen Promotion Team Structure is developed.</p> <p>3. 2. The Kaizen Training Plan is defined and started.</p> <p>3. 3. Supervisors' kaizen capability and habits are developed.</p> <p>3. 4. Key people are developed in terms of Individual leadership capability.</p>
4. Implement improved processes.	<p>4.1 Sustainability/continuous improvement are promoted as an essential part of doing business.</p> <p>4.2 Impacts of change and consequences are addressed for people, and transition plans implemented.</p> <p>4.3 Objectives, time frames, measures and communication plans are ensured in place to manage implementation.</p> <p>4.4 Contingency plans are implemented in the event of non-</p>

	<p>performance.</p> <p>4.5 Failure is followed-up by prompt investigation and analysis of causes.</p> <p>4.6 Emerging challenges and opportunities are managed effectively.</p> <p>4.7 Continuous improvement systems and processes are evaluated regularly.</p> <p>4.8 Improvements are communicated to all relevant groups and individuals.</p> <p>4.9 Opportunities are explored for further development of value stream improvement processes.</p>
5. Establish direction and control.	<p>5.1 A system audit tool is defined and implemented.</p> <p>5.2 The kaizen management system is deployed across all company levels and functions.</p> <p>5.3 Results are checked and corrections made.</p> <p>5.4 Standard operating procedures are developed and maintained.</p> <p>5.5 The recruit, training and evaluation systems are improved and HR practices compensated.</p>

Variable	Range
Parameters	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Working condition • Resources may include: <ul style="list-style-type: none"> ➢ Human ➢ Material ➢ Machine • Kaizen elements
Kaizen management template	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Visual management board for: <ul style="list-style-type: none"> ➢ displaying characteristic figures, data and graphics ➢ depicting and controlling processes ➢ identifying and marking sources of risks, setting and standards ➢ displaying company's values and goals of kaizen
Kaizen tools	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • 5S (a visual workplace management) • 7 QC tools(Cause and Effect Diagram, Check Sheet , Pareto Diagram , Histogram, Scatter Diagram, Control Chart and Flow Chart) • Brainstorming • Basic Industrial Engineering (IE) tools such as time study, motion study, line balancing, work sampling • JIT(JUST IN TIME principles)

	<ul style="list-style-type: none"> • MUDA identification and elimination tools • Kanban • Poka-yoke • Takt- time
Gemba activities	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Value-adding activities to satisfy the customer • Employee autonomous operations (participating in team to identify nonconformity, propose solutions and implement them autonomously)
Individual leadership capability	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Personal and interpersonal skills • Courage • Honour and integrity • Energy and drive • Strategic skills • Operating skills • Organizational positioning skills
Sustainability/continuous improvement	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Improvements made by following PDCA (Plan, Do, Check and Act) cycle for: <ul style="list-style-type: none"> ➢ Improvements in one's own work ➢ Saving in energy, material and other resources ➢ Improvements in the working environment ➢ Improvements in machines and processes ➢ Improvements in jigs and tools ➢ Improvement in office work ➢ Improvements in product quality ➢ Ideas for new products ➢ Customers services and customer relations
System audit tool	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • 5S audit • Patrol system • Kaizen board • 5M check lists • Key Performance Indicators (KPIs)
Standard operating procedure	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Administrative standards for: <ul style="list-style-type: none"> ➢ Managing the business ➢ Administration ➢ Personnel Guidelines ➢ Job Descriptions ➢ Guidelines for preparing cost information • Operation standards for: <ul style="list-style-type: none"> ➢ Describing the way a job is done. ➢ Help realising Quality, cost, delivery. ➢ Addressing the need to satisfy customers. ➢ Using the process that's the best. ➢ Producing work in the most cost effective manner.

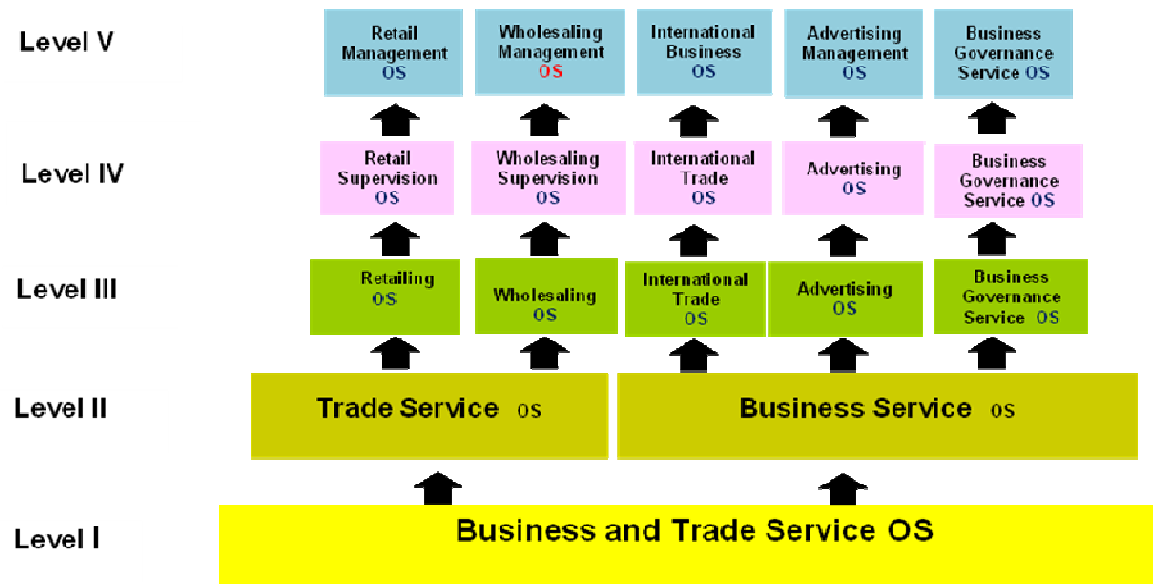
	➤ Assuring total quality for the customer.
HR practices	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Resources may include: <ul style="list-style-type: none"> ➤ Recruit and retain high quality people with innovative skills and a good track, record in innovation • HR development is used for: <ul style="list-style-type: none"> ➤ strategic capability and provide encouragement and facilities for enhancing innovating skills and enhancing the intellectual capital of the organization • Reward will: <ul style="list-style-type: none"> ➤ Provide financial incentives and rewards and recognition for successful innovation

Evidence Guide

Critical Aspects of Assessment	<p>Demonstrates skills and knowledge competencies to:</p> <ul style="list-style-type: none"> • Establish policy and cross-functional goals for kaizen • Deploy and implement goals as directed through policy deployment and cross-functional management. • Realize goals through deployment and audits. • Build systems, procedures, and structures conducive to kaizen. • Use kaizen in functional capabilities. • Introduce Kaizen as a corporate strategy • Provide support and direction between allocating resources • Establish, maintain and upgrade standards. • Make employees conscious through training programs. • Assist employees develop skills and tools for problem solving.
Underpinning Knowledge and Attitude	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Quality management and continuous improvement theories • creativity/innovation theories/concepts • competitive systems and practices tools, including: <ul style="list-style-type: none"> ➤ 5S ➤ JUST IN Time (JIT) ➤ mistake proofing ➤ process mapping ➤ establishing customer pull ➤ setting of KPIs/metrics ➤ SOP ➤ Kaizen elements/targets. ➤ identification and elimination of waste/MUDA ➤ continuous improvement processes including implementation, monitoring and evaluation strategies for a whole organization and its value stream ➤ Difference between breakthrough improvement and continuous improvement

	<ul style="list-style-type: none"> ➤ organizational goals, processes and structure ➤ approval processes within organization ➤ methods of determining the impact of a change ➤ customer perception of value ➤ Define, Measure, Analyze, Improve and Control (DMAIC) to sustain process
Underpinning Skills	<p>Demonstrates Skills to:</p> <ul style="list-style-type: none"> • Use leadership skills to foster a commitment to quality and openness to improvement. • Analyze training needs and implementing training programs • Prepare and maintain quality and audit documentation • Undertake self-directed problem solving and decision-making on issues of a broad and/or highly specialized nature and in highly varied and/or highly specialized contexts • Communicate at all levels in the organization and to audiences of different levels of literacy and numeracy • Analyze current state/situation of the organization. • Analyze individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation • Solve highly varied and highly specialized problems related to competitive systems and practices implementation and continuous improvement to root cause • Negotiate with stakeholders, where required, to obtain information required for implementation and refinement of continuous improvements, including management, unions, employees and members of the community. • Review relevant metrics, including all those measures which might be used to determine the performance of the improvement system, including: <ul style="list-style-type: none"> ➤ Key Performance Indicators (KPIs) for existing processes ➤ Quality statistics ➤ Delivery timing and quantity statistics ➤ Process/equipment reliability ('uptime')
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

TRADE SERVICE



Acknowledgement

We wish to extend thanks and appreciation to the many representatives of business, industry, academe and government agencies who donated their time and expertise to the development of this occupational standard.

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This occupational standard was developed July 2014 at CEE (Centre of Excellence for Engineering), Addis Ababa.

COMMENT TEMPLATE

The Federal TVET Agency values your feedback of the document.
If you would like someone to personally contact you, please provide the following information:
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Please, leave a comment.

Thank you for your time and consideration to complete this. For additional comments, please contact us on:

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