

COMPETENCY STANDARDS



COOPERATIVE DEVELOPMENT AND MANAGEMENT LEVEL IV

**SOCIAL, COMMUNITY DEVELOPMENT AND
OTHER SERVICES SECTOR**

TECHNICAL EDUCATION AND SKILLS DEVELOPMENT AUTHORITY
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COMPETENCY STANDARDS FOR COOPERATIVE DEVELOPMENT AND MANAGEMENT LEVEL IV

Section 1 COOPERATIVE DEVELOPMENT AND MANAGEMENT LEVEL IV QUALIFICATIONS

The **COOPERATIVE DEVELOPMENT AND MANAGEMENT LEVEL IV** Qualification consists of competencies that a person must achieve to establish cooperative, develop quality products and services, develop human resources, practice good governance, ensure safe and sound operation, and contribute to social, economic, and environmental sustainability. These competencies applies both to micro- and small cooperatives (with assets of 15M below) and medium and macro- cooperatives (with more than 15M assets). However, differences on level of complexities and circumference of scope of works are very prominent due to their respective assets.

The units of competency comprising this qualification include the following:

Code	BASIC COMPETENCIES
500311401	Utilize specialized communication skill
500311402	Develop and lead teams
500311403	Perform higher-order thinking processes and apply techniques in the workplace
500311404	Contribute to the practice of social justice in the workplace
500311405	Manage innovative work instructions
500311406	Manage and evaluate usage of information
500311407	Lead in improvement of occupational safety and health (OSH) programs, policies and procedures
500311408	Lead towards improvement of environmental work programs, policies and procedures
500311409	Sustain entrepreneurial skills
Code	COMMON COMPETENCIES
SOC941201	Provide Quality Customer Service
SOC941202	Comply with Quality and Ethical Standards
SOC941203	Perform Computer Operations
Code	CORE COMPETENCIES
XXXXXXX	Establish Cooperative
XXXXXXX	Develop Quality Products and Services
XXXXXXX	Develop Human Resources
XXXXXXX	Practice Good Governance
XXXXXXX	Ensure Safe and Sound Operation
XXXXXXX	Contribute to Social, Economic and Environmental Sustainability

A person who has achieved this Qualification is competent to be:

- Chair
- Vice-Chair
- Board Member
- General Manager
- Committee Chair
- Committee Member

SECTION 2 COMPETENCY STANDARDS

These guidelines are set to provide the Technical Vocational Education and Training (TVET) providers with information and other important requirements to consider when designing training programs for **COOPERATIVE DEVELOPMENT AND MANAGEMENT LEVEL IV**.

BASIC COMPETENCIES

UNIT OF COMPETENCY : **UTILIZE SPECIALIZED COMMUNICATION SKILLS**

UNIT CODE : **500311401**

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to use specialized communication skills to meet specific needs of internal and internal clients, conduct interviews, facilitate discussion with groups, and contribute to the development of communication strategies.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Meet common and specific communication needs of clients and colleagues	1.1 Specific communication needs of clients and colleagues are identified and met. 1.2 Different approaches are used to meet communication needs of clients and colleagues. 1.3 Conflict is addressed promptly in a manner which does not compromise the organization.	1.1 Communication processes 1.2 Dynamics of groups and different styles of group leadership 1.3 Communication skills relevant to client groups 1.4 Flexibility in communication	1.1 Full range of communication techniques including: 1.1.1 Effective communication process 1.1.2 Active listening 1.1.3 Giving/receiving feedback 1.1.4 Interpretation of information 1.1.5 Role boundaries setting 1.1.6 Negotiation 1.1.7 Establishing empathy 1.1.8 Conduct seminars 1.1.9 Public

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
			speaking 1.2 Communication skills required to fulfill job roles as specified by the organization
2. Contribute to the development of communication strategies	2.1 Strategies for internal and external dissemination of information are developed, promoted, implemented and reviewed as required. 2.2 Channels of communication are established and reviewed regularly. 2.3 Coaching in effective communication is provided. 2.4 Work related network and relationship are maintained. 2.5 Negotiation and conflict resolution strategies are used where required. 2.6 Communication with clients and colleagues is performed appropriate to individual needs and organizational objectives.	2.1 Communication process 2.2 Dynamics of groups and different styles of group leadership 2.3 Openness and flexibility in communication 2.4 Communication skills relevant to client groups	2.1 Full range of communication techniques including: 2.1.1 Effective communication process 2.1.2 Active listening 2.1.3 Giving/receiving Feedback 2.1.4 Interpretation of information 2.1.5 Role boundaries setting 2.1.6 Negotiation 2.1.7 Establishing empathy 2.1.8 Openness and flexibility in communication 2.2 Communication skills required to fulfill job roles as specified by the organization
3. Deliver a technical presentation	3.1 Presentation is delivered clearly, sequential and delivered within allotted time. 3.2 Utilize appropriate media to enhance presentation. 3.3 Differences in	3.1 Communication process 3.2 Dynamics of groups and different styles of group leadership 3.3 Openness and flexibility in communication	3.1 Full range of communication techniques including: 3.1.1 Effective communication process 3.1.2 Active listening

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>views/opinions are respected.</p> <p>3.4 Questions during fora are responded in a manner consistent with organizational standard.</p>	<p>3.4 Communication skills relevant to client groups</p>	<p>3.1.3 Giving/receiving feedback</p> <p>3.1.4 Interpretation of information</p> <p>3.1.5 Role boundaries setting</p> <p>3.1.6 Negotiation</p> <p>3.1.7 Establishing empathy</p> <p>3.1.8 Openness and flexibility in communication</p> <p>3.1.9 Communication skills required to fulfill job roles as specified by the organization</p>
<p>4. Represent the organization</p>	<p>4.1 When participating in internal or external forums, presentation is relevant, appropriately researched and presented in a manner to promote the organization.</p> <p>4.2 Presentation is clear and sequential and delivered within a predetermined time.</p> <p>4.3 Utilize appropriate media to enhance presentation.</p> <p>4.4 Differences in views are respected.</p> <p>4.5 Written communication is</p>	<p>4.1 Communication process</p> <p>4.2 Dynamics of groups and different styles of group leadership</p> <p>4.3 Openness and flexibility in communication</p> <p>4.4 Communication skills relevant to client groups</p>	<p>4.1 Full range of communication techniques including:</p> <p>4.1.1 Effective communication process</p> <p>4.1.2 Active listening</p> <p>4.1.3 Giving/receiving feedback</p> <p>4.1.4 Interpretation of information</p> <p>4.1.5 Role boundaries setting</p> <p>4.1.6 Negotiation</p> <p>4.1.7 Establishing</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>consistent with organizational standards.</p> <p>4.6 Inquiries are responded in a manner consistent with organizational standard.</p> <p>4.7 Consolidate ideas and suggestions.</p> <p>4.8 Generalize and summarize all ideas and suggestions.</p>		<p>empathy</p> <p>4.1.8 Openness and flexibility in communication</p> <p>4.2 Communication skills required to fulfill job roles as specified by the organization</p>
5. Facilitate group discussion	<p>5.1 Mechanisms which enhance effective group interaction is defined and implemented.</p> <p>5.2 Strategies which encourage all group members to participate are used routinely.</p> <p>5.3 Objectives and agenda for meetings and discussions are routinely set and followed.</p> <p>5.4 Relevant information is provided to group to facilitate outcomes.</p> <p>5.5 Evaluation of group communication strategies is undertaken to promote participation of all parties.</p> <p>5.6 Specific communication needs of individuals are identified and addressed.</p>	<p>5.1 Communication process</p> <p>5.2 Dynamics of groups and different styles of group leadership</p> <p>5.3 Openness and flexibility in communication</p> <p>5.4 Communication skills relevant to client groups</p>	<p>5.1 Full range of communication techniques including:</p> <p>5.1.1 Effective communication process</p> <p>5.1.2 Active listening</p> <p>5.1.3 Giving/receiving feedback</p> <p>5.1.4 Interpretation of information</p> <p>5.1.5 Role boundaries setting</p> <p>5.1.6 Negotiation</p> <p>5.1.7 Establishing empathy</p> <p>5.1.8 Openness and flexibility in communication</p> <p>5.2 Communication skills required to fulfill job roles as specified by the organization</p>
6. Conduct interview	6.1 A range of appropriate communication	6.1 Communication process 6.2 Dynamics of	6.1 Full range of communication techniques

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>strategies are employed in <i>interview situations.</i></p> <p>6.2 Records of interviews are made and maintained in accordance with organizational procedures.</p> <p>6.3 Effective questioning, listening and nonverbal communication techniques are used to ensure that required message is communicated.</p>	<p>groups and different styles of group leadership</p> <p>6.3 Effective questioning techniques</p> <p>6.4 Communication skills relevant to client groups</p>	<p>including:</p> <p>6.1.1 Effective communication process</p> <p>6.1.2 Active listening</p> <p>6.1.3 Giving/receiving feedback</p> <p>6.1.4 Interpretation of information</p> <p>6.1.5 Role boundaries setting</p> <p>6.1.6 Negotiation</p> <p>6.1.7 Establishing empathy</p> <p>6.2 Effective clarifying and probing techniques (questioning skills)</p> <p>6.3 Communication skills required to fulfill job roles as specified by the organization</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Strategies	May include: 1.1 Recognizing own limitations 1.2 Referral to specialists 1.3 Utilizing techniques and aids 1.4 Providing written drafts 1.5 Verbal and non verbal communication
2. Effective group interaction	May include: 2.1 Identifying and evaluating what is occurring within an interaction in a non judgmental way 2.2 Using active listening 2.3 Making decision about appropriate words, behavior 2.4 Putting together response which is culturally appropriate 2.5 Expressing an individual perspective 2.6 Expressing own philosophy, ideology and background and exploring impact with relevance to communication 2.7 Openness and flexibility in communication
3. Types of Interview	May include: 3.1 Related to staff issues 3.2 Routine 3.3 Confidential 3.4 Evidential 3.5 Non disclosure 3.6 Disclosure
4. Interview situations	May include: 4.1 Establish rapport 4.2 Elicit facts and information 4.3 Facilitate resolution of issues 4.4 Develop action plans 4.5 Diffuse potentially difficult situation

EVIDENCE GUIDE

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Demonstrated effective communication skills with clients accessing service and work colleagues 1.2 Adopted relevant communication techniques and strategies to meet client particular needs and difficulties
2. Resource Implications	2.1 Access to appropriate workplace where assessment can take place
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Case Study 3.2 Interview 3.3 Portfolio 3.4 Written Test 3.5 Role Play
4. Context for Assessment	4.1 This unit should be assessed on the job through simulation

UNIT OF COMPETENCY : DEVELOP AND LEAD TEAMS

UNIT CODE : 500311402

UNIT DESCRIPTOR : This unit covers the skills, knowledge and attitudes required to determine individual and team development needs and facilitate the development of the workgroup.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Foster individual growth	1.1 Learning and development needs of team members are systematically identified in line with organizational requirements . 1.2 Development plan to meet individual needs is collaboratively developed and implemented. 1.3 Individuals are encouraged to self-evaluate performance and identify areas for improvement. 1.4 Feedback on performance of team members is collected from relevant sources and compared with established team learning process.	1.1 Effective workplace communication, coaching and mentoring principles 1.2 Feedback principles and procedures 1.3 Working interdependently: strategies and techniques 1.4 Leadership Concepts: <ul style="list-style-type: none"> • Types of Decisions Teams Make • Team Responsibilities • Problems That Affect Teams • Building Strong Team Communication • Expressing Yourself on a Team • Team Problem Solving 	1.1 Ability to read and understand a variety of texts, prepare general information and documents according to target audience; spell with accuracy; use grammar and punctuation effectively 1.2 Coaching and mentoring skills to provide support to colleagues 1.3 Communication skills including receiving feedback and reporting, maintaining effective relationships and conflict management 1.4 Ability to relate to people from a range of social, cultural, physical and mental backgrounds 1.5 Planning skills to

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
			organize required resources and equipment to meet learning needs 1.6 Reporting skills to organize information; assess information for relevance and accuracy; identify and elaborate on learning outcomes 1.7 Facilitation skills to conduct small group training sessions
2. Foster individual and team growth	2.1 Learning and development program goals and objectives are identified to match the specific knowledge and skills requirements of competency standards. 2.2 Learning delivery methods are appropriate to the learning goals, the learning style of participants and availability of equipment and resources. 2.3 Workplace learning opportunities and coaching/mentoring assistance are provided to facilitate individual and team achievement of competencies.	2.1 Advanced coaching and mentoring techniques 2.2 Performance evaluation concepts 2.3 Training and development techniques	2.1 Instructional planning and delivery skills 2.2 Monitoring and evaluation skills 2.3 Mentoring and coaching skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	2.4 Resources and timelines required for learning activities are identified and approved in accordance with organizational requirements.		
3. Monitor and evaluate workplace learning	<p>3.1 Feedback from individuals or teams is used to identify and implement improvements in future learning arrangements.</p> <p>3.2 Outcomes and performance of individuals/teams are assessed and recorded to determine the effectiveness of development programs and the extent of additional support.</p> <p>3.3 Modifications to learning plans are negotiated to improve the efficiency and effectiveness of learning.</p> <p>3.4 Records and reports of competency are maintained within organizational requirement.</p>	<p>3.1 Types and levels of learning evaluation</p> <p>3.2 Learning styles and strategies</p> <p>3.3 Training and development approaches</p>	<p>3.1 Instructional planning and delivery skills</p> <p>3.2 Monitoring and evaluation skills</p> <p>3.3 Mentoring and coaching skills</p>
4. Develop team commitment and cooperation	<p>4.1 Open communication processes to obtain and share information is used by team.</p> <p>4.2 Decisions are reached by the team in accordance</p>	<p>4.1 Career development for group members</p> <p>4.2 Principles of team commitment and cooperation</p> <p>4.3 Team dynamics and performance</p>	<p>4.1 Instructional planning and delivery skills</p> <p>4.2 Monitoring and evaluation skills</p> <p>4.3 Mentoring and coaching skills</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>with its agreed roles and responsibilities.</p> <p>4.3 Mutual concern and camaraderie are developed in the team.</p> <p>4.4 Career planning for each member are monitored.</p>		
5. Facilitate accomplishment of team goals	<p>5.1 Team members actively participated in team activities and communication processes</p> <p>5.2 Teams members developed individual and joint responsibility for their actions</p> <p>5.3 Collaborative efforts are sustained to attain organizational goals</p>	<p>5.1 Group Development Process and Principles as applied in the workplace</p> <p>5.2 Principles of organizational development</p> <p>5.3 Collaboration principles and procedures</p>	<p>5.1 Instructional planning and delivery skills</p> <p>5.2 Monitoring and evaluation skills</p> <p>5.3 Mentoring and coaching skills</p> <p>5.4 Organizational leadership</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Learning and development needs	May include: 1.1 Coaching, mentoring and/or supervision 1.2 Formal/informal learning program 1.3 Internal/external training provision 1.4 Work experience/exchange/opportunities 1.5 Personal study 1.6 Career planning/development 1.7 Performance appraisals 1.8 Workplace skills assessment 1.9 Recognition of prior learning 1.10 Job design and enrichment
2. Organizational requirements	May include: 2.1 Quality assurance and/or procedures manuals 2.2 Goals, objectives, plans, systems and processes 2.3 Legal and organizational policy/guidelines and requirements 2.4 Safety policies, procedures and programs 2.5 Confidentiality and security requirements 2.6 Business and performance plans 2.7 Ethical standards 2.8 Quality and continuous improvement processes and standards
3. Feedback on performance	May include: 3.1 Formal/informal performance appraisals 3.2 Obtaining feedback from supervisors and 3.3 Colleagues 3.4 Obtaining feedback from clients 3.5 Personal and reflective behavior strategies 3.6 Routine and organizational methods for monitoring service delivery
4. Learning delivery methods	May include: 4.1 On the job coaching or mentoring 4.2 Problem solving 4.3 Presentation/demonstration 4.4 Formal course participation 4.5 Work experience 4.6 Involvement in professional networks 4.7 Conference and seminar attendance 4.8 Induction

EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1 Identified and implemented learning opportunities for others 1.2 Gave and received feedback constructively 1.3 Facilitated participation of individuals in the work of the team 1.4 Negotiated learning plans to improve the effectiveness of learning 1.5 Prepared learning plans to match skill needs 1.6 Accessed and designated learning opportunities
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> 2.1 Access to relevant workplace or appropriately simulated environment where assessment can take place 2.2 Materials relevant to the proposed activity or tasks
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> 3.1 Observation of work activities of the individual member in relation to the work activities of the group 3.2 Observation of simulation and or role play involving the participation of individual member to the attainment of organizational goal 3.3 Case studies and scenarios as a basis for discussion of issues and strategies in teamwork
<p>4. Context for Assessment</p>	<ul style="list-style-type: none"> 4.1 Competency may be assessed in workplace or in a simulated workplace setting 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group

UNIT OF COMPETENCY : PERFORM HIGHER-ORDER THINKING PROCESSES AND APPLY TECHNIQUES IN THE WORKPLACE

UNIT CODE : 500311403

UNIT DESCRIPTOR : This unit of covers the knowledge, skills and attitudes required to use fundamental critical thinking skills in the workplace.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Evaluate effectiveness and efficiency of the workplace systems, processes and procedures	1.1 Effectiveness and efficiency of workplace standards and procedures are examined. 1.2 Usage of inquiry and dialogue to communicate evaluation measures and results are implemented. 1.3 Evaluation reports are prepared and communicated to team members.	1.1 Systems, standards, procedures and protocols in the workplace 1.2 Different methods of critical and appreciative inquiry and their relevance to different situations 1.3 Techniques to assist in forming the habit of asking questions and taking responsibility for answers 1.4 Why questions are important and the benefits of asking good questions for individuals, businesses and communities (the importance of critical thinking)	1.1 Using range of analytical techniques (e.g., planning, attention, simultaneous and successive processing of information) 1.2 Communicating to actively listen and to ask questions of others in a constructive way 1.3 Using critical thinking pathway to formulate and ask relevant questions and come up with appropriate answers 1.4 Performing assimilation and accommodation skills to interpret and distil key information of relevance to a given situation 1.5 Assessing and measuring the extent of effectiveness and efficiency of the systems,

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
			processes and procedures in the workplace
2. Foster the habit of critical inquiry and curiosity in the workplace	2.1 Issues and situations are reflected on and wondered about. 2.2 Issues and problems in the workplace particularly in the policies, procedures and protocols are discussed and evaluated between and among teams. 2.3 Evaluation of efficiency and effectiveness of workplace policies, procedures and protocols are documented, communicated and agreed upon between and among teams. 2.4 Growth mindset and positive relationship and communication is applied in the context of curiosity and critical inquiry in the workplace.	2.1 Different methods of critical and appreciative inquiry and their relevance to different situations 2.2 Techniques to assist in forming the habit of asking questions and taking responsibility for answers 2.3 Why questions are important and the benefits of asking good questions for individuals, businesses and communities (the importance of critical thinking) 2.4 Growth mindset and positive communication and relationship strategies and techniques	2.1 Using range of analytical techniques (e.g., planning, attention, simultaneous and successive processing of information) 2.2 Communicating to actively listen and to ask questions of others in a constructive way 2.3 Using critical thinking pathway to formulate and ask relevant questions and come up with appropriate answers 2.4 Performing assimilation and accommodation skills to interpret and distil key information of relevance to a given situation 2.5 Assessing and measuring the extent of effectiveness and efficiency of the systems, processes and procedures in the workplace 2.6 Communicating insights on workplace effectiveness and efficiency
3. Develop practical	3.1 Evaluation of	3.1 Different methods	3.1 Using range of

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
action plans for improving workplace conditions	<p>efficiency and effectiveness of workplace policies, procedures and protocols are documented, communicated to stakeholders.</p> <p>3.2 Practical action plans in improving workplace conditions are formulated, presented and negotiated with stakeholders.</p> <p>3.3 Proposed changes and directions are inquired, processed and negotiated between and among teams, and stakeholders as well of the organization.</p> <p>3.4 Commitment to continuous improvement and change is highlighted.</p> <p>3.5 Passion and dedication for changing and adapting to the demands of the 21st century workplace are considered.</p>	<p>of critical and appreciative inquiry and their relevance to different situations</p> <p>3.2 Techniques to assist in forming the habit of asking questions and taking responsibility for answers</p> <p>3.3 Why questions are important and the benefits of asking good questions for individuals, businesses and communities (the importance of critical thinking)</p> <p>3.4 Growth mindset and positive communication and relationship strategies and techniques</p> <p>3.5 Creative negotiation skills</p> <p>3.6 Change management and continuous improvement concepts</p>	<p>analytical techniques (e.g., planning, attention, simultaneous and successive processing of information)</p> <p>3.2 Communicating to actively listen and to ask questions of others in a constructive way</p> <p>3.3 Using critical thinking pathway to formulate and ask relevant questions and come up with appropriate answers</p> <p>3.4 Performing assimilation and accommodation skills to interpret and distil key information of relevance to a given situation</p> <p>3.5 Assessing and measuring the extent of effectiveness and efficiency of the systems, processes and procedures in the workplace</p> <p>3.6 Communicating practical insights on improving workplace conditions</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Effectiveness and efficiency	May include: 1.1 Developing a more efficient way of doing something 1.2 Developing a new idea 1.3 Developing and improving products and services 1.4 Enhancing skills and career opportunities 1.5 Enhancing the physical environment 1.6 Financial benefit 1.7 Greater personal satisfaction 1.8 Improving interpersonal relationships 1.9 Evaluating overall workplace conditions
2. Curiosity and critical inquiry	May include: 2.1 Accuracy 2.2 Breadth 2.3 Clarity 2.4 Depth 2.5 Emotion 2.6 Fairness 2.7 Logic 2.8 Meaning 2.9 Planning 2.10 Attention 2.11 Precision 2.12 Relevance 2.13 Significance 2.14 Social engagement 2.15 Society 2.16 Style 2.17 Growth mindset 2.18 Positive communication 2.19 Positive negotiation 2.20 Workplace conditions 2.21 Appreciative inquiry methods
3. Practical action plans	May include: 3.1 Insights on continuous improvement 3.2 Creative strategies and techniques for becoming better at work and real life 3.3 Career plans 3.4 Challenging workplace policies, procedures and protocols 3.5 Specifying plans for change and adapting to the demands of the contemporary workforce 3.6 Challenges in negotiating with stakeholders and teams 3.7 Change management, innovation and knowledge creation 3.8 Contractual agreements 3.9 Extreme time pressure or non-negotiable deadlines

VARIABLE	RANGE
	3.10 Financial limitations 3.11 Procedures determined by laws or other regulations 3.12 Safety issues 3.13 When others are totally closed to new ideas 3.14 Acknowledging shared responsibility 3.15 Adopting a positive 'can do' attitude 3.16 Following up on practical details 3.17 Pro-actively seeking information 3.18 Suggesting a new approach 3.19 Talking to others about possible answers 3.20 Constraints of the broader context and environment 3.21 Overall goal - what needs to be achieved 3.22 Personal hopes and expectations

EVIDENCE GUIDE

1. Critical aspects of Competency	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Evaluated the effectiveness and efficiency of workplace systems, processes and procedures.</p> <p>1.2 Modelled the conscious process of critical inquiry to get new insights that s/he can get in formulating action plans on continuous improvement in the workplace and real-life</p> <p>1.3 Practiced the habit of critical inquiry and curiosity in the workplace</p> <p>1.4 Shown a thorough knowledge and understanding of how critical thinking impacts on individual lives, the broader community and work situations.</p> <p>1.5 Developed practical action plans for improving workplace conditions.</p>
2. Resource Implications	2.1 Interactions with specific challenges and situations to demonstrate the application of critical thinking (this would usually involve interactions with others).
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate</p> <p>3.2 Evaluation of a candidate blog exploring different ideas and questions</p> <p>3.3 Review of candidate response to scenarios that allow the candidate to apply critical thinking techniques to a life or work situation, and to demonstrate ability to portray curiosity and exploration of new concepts</p> <p>3.4 Evaluation of candidate response to the challenge of adopting different perspectives on a situation, and ability to both develop and respond to questions from those perspectives</p> <p>3.5 Observation of the candidate participating in a group problem-solving session</p> <p>3.6 Oral or written questioning to assess knowledge of typical blockers to the critical thinking process.</p> <p>3.7 Life Narrative Inquiry to reflect life stories that reflect how critical thinking and problem solving is applied in the lives.</p>
4. Context for Assessment	4.1 In all workplace, it may be appropriate to assess this unit concurrently with relevant teamwork or operation units.

UNIT OF COMPETENCY : CONTRIBUTE TO THE PRACTICE OF SOCIAL JUSTICE IN THE WORKPLACE

UNIT CODE : 500311404

UNIT DESCRIPTOR : This unit covers ways and means to assume active roles in resolving local and global challenges and to become proactive contributors to a more peaceful and sustainable world.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Update self on local, national and global trends/ issues in the workplace	1.1 Media are regularly scanned/monitored for trends and issues relevant to human rights, gender equality, promotion of culture of peace and non-violence, global citizenship and appreciation of cultural diversity. 1.2 Knowledge and understanding of local, national and global issues and their interconnectedness and interdependency are acquired. 1.3 Notable issues and trends are critically examined and discussed with peers, colleagues, or family members.	1.1 Local, national and global systems and structures 1.2 Issues affecting interaction and connectedness of communities at local, national and global levels 1.3 Underlying assumptions and power dynamics (politics, understanding political system, social structures, labor laws, labor relations, human right)	1.1 Monitoring trends and issues relevant to human rights, gender equality, culture of peace, global citizenship, and cultural diversity using different media platforms 1.2 Analyzing trends and issues relevant to human rights, gender equality, culture of peace, global citizenship, and cultural diversity 1.3 Engaging in discourse about the local, national and global issues
2. Relate local and global trends to workplace context	2.1 Local events are reflected on for implications in one's own situation and in the external global environment. 2.2 Sense of belonging to a common humanity, sharing values and	2.1 Different levels of human identity according to Amber Mayer (2015) 2.2 Different communities people belong to and how these are connected	2.1 Recognizing differences and commonalities among people 2.2 Strengthening attitudes of empathy, solidarity and respect for diversity

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	responsibilities are developed. 2.3 Attitudes of empathy, solidarity and respect for differences and diversity are strengthened.	2.3 Difference and respect for cultural diversity	2.3 Connecting local issues to global trends, and vice versa.
3. Engage and take actions on workplace issues and concerns	3.1 Effective and responsible actions at local, national and global levels are identified. 3.2 Motivation and willingness to take necessary actions are developed. 3.3 Attitude of “thinking globally and acting locally” is practiced.	3.1 Actions that can be taken individually and collectively 3.2 Ethically responsible behaviour 3.3 Importance and benefits of civic engagement 3.4 Strategies and techniques of “thinking globally and acting locally	3.1 Employing appropriate actions to address workplace issues involving national and global trends 3.2 Showing concern and willingness to take part in the development efforts to discuss workplace issues and concerns 3.3 Applying the attitude of “thinking globally and acting locally” in the workplace

RANGE OF VARIABLES

VARIABLE	RANGE
1. Media	May include but not limited to: 1.1 Print media 1.2 Broadcast media 1.3 Internet and social media
2. Scanning/Monitoring	May include but not limited to: 2.1 Sourcing from key informants 2.2 Conversation with clients 2.3 Man-on-the-street conversation 2.4 Scanning print and broadcast media
3. Local, national and global issues	May include but not limited to: 3.1 Poverty 3.2 Unemployment 3.3 Global warming 3.4 Safety, security, and well-being

EVIDENCE GUIDE

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Demonstrated ability and attitude to keep oneself updated of relevant issues/trends 1.2 Demonstrated ability to think and act based on one's principles and values 1.3 Demonstrated a holistic/global outlook on internal and external events in the workplace
2. Resource Implications	The following resources should be provided: 2.1 Access to workplace and resources 2.2 Case studies
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Demonstration or simulation with oral questioning 3.2 Case problems involving global and local issues 3.3 Third-party report
4. Context for Assessment	4.1 Competency assessment may occur in workplace or any appropriately simulated environment

UNIT OF COMPETENCY : MANAGE INNOVATIVE WORK INSTRUCTIONS

UNIT CODE : 500311405

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to sustain and develop a workplace environment in which improvement, innovation and learning are promoted and reinforced.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Review and analyze existing workplace practices	1.1 Current instructions and strategies to perform tasks in the workplace are reviewed. 1.2 Climate for innovation at the organizational level is defined. 1.3 Innovation drivers in the workplace are identified.	1.1 Four drivers of innovation according to Gallup Management Journal (2007) 1.2 Contextual variables related to innovative practices in the organization 1.3 The nine dimensions of innovation climate (Isaksen & Isaksen, 2018) 1.4 Types of Innovation identified by Gopalakrishnan and Damanpour (1997)	1.1 Investigating the organizational needs in the innovation process 1.2 Defining current organizational innovative practices 1.3 Linking innovation to contextual variables in the organization
2. Examine opportunities for continuous improvement and innovation of practices in the workplace	2.1 Effectiveness of innovative practices in the workplace is determined. 2.2 Innovative behaviors of leaders or managers in the organization are assessed. 2.3 Driving principles of innovation are discussed.	2.1 Determinants of innovative behavior by Scott and Bruce (1992) 2.2 Four principles of innovation according to Gallup Management Journal (2007)	2.1 Evaluating organizational innovative practices 2.2 Gauging innovative behaviors of the leaders and managers in the organization 2.3 Deliberating opportunities and challenges in implementing innovation
3. Implement	3.1 Innovative	3.1 Determinants of	3.1 Developing risk

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
innovative ways in the conduct of usual workplace practices	<p>behaviors in the workplace are performed.</p> <p>3.2 Innovative climate in the workplace is maintained.</p> <p>3.3 Adoption or modification of new ideas relevant to the organizational needs is achieved.</p>	<p>innovative behavior by Scott and Bruce (1992)</p> <p>3.2 The nine dimensions of innovation climate (Isaksen & Isaksen, 2018)</p> <p>3.3 Techniques in implementing innovative change in the workplace</p>	<p>management techniques and control systems</p> <p>3.2 Evaluating impact of changes and developing action plans</p> <p>3.3 Demonstrating strategies and techniques in managing changes in the workplace</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Innovation	May include: 1.1 Products versus processes 1.2 Radical versus incremental 1.3 Technical versus administrative
2. Innovative behaviors	May include: 2.1 Always generate creative ideas or new solutions 2.2 Exploring and secure funds or resources required for implementing new ideas 2.3 Establishing adequate plans and schedules for implementing new ideas 2.4 Contributing suggestions or approaches for others' creative ideas

EVIDENCE GUIDE

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Analyzed and evaluated systems and performance in key areas of the organization and identify opportunities for improvement, seeking advice from experts as appropriate 1.2 Promoted the value of creativity, innovation and sustainability and recognize successes 1.3 Supported the testing and trialing of new ideas and undertake risk management and cost-benefit analysis for options 1.4 Planned for and implemented improvements using organization's processes for approvals, project management and change management 1.5 Facilitated effective contributions to and communications about continuous improvement and innovation 1.6 Captured insights, experiences and ideas for improvements and incorporate them into the organization's knowledge management systems and future planning.
2. Resource Implications	The following resources should be provided: 2.1 Impact evaluation materials (guide and form)
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Interview 3.2 Written Evaluation 3.3 Case analysis
4. Context for Assessment	4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions

UNIT OF COMPETENCY : MANAGE AND EVALUATE USAGE OF INFORMATION

UNIT CODE : 500311406

UNIT DESCRIPTOR : This unit of competency covers the knowledge, skills and attitudes required to support.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Review information needs and sources	1.1 The information needs of individuals/teams are determined and the sources are identified. 1.2 Information held by the organisation is reviewed to determine suitability and accessibility. 1.3 Plans are prepared to obtain information that is not available or accessible within the organization.	1.1 Analysis and display techniques 1.2 Information evaluation issues 1.3 Information storage requirements and methods 1.4 Reporting procedures of the organisation	1.1 Analysing record information 1.2 Communicating effectively 1.3 Disseminating information 1.4 Presenting information
2. Collect and analyze information	2.1 Collection of information is interpreted timely and relevant to the needs of individuals/teams. 2.2 Information is collected in formal suitable for analysis, interpretation and dissemination. 2.3 Information is analyzed to identify relevant trends and developments in terms of the needs for which is acquired.	2.1 Information collection, collation 2.2 Analysis and display techniques 2.3 Information evaluation issues 2.4 Information storage requirements and methods 2.5 Reporting procedures of the organisation	2.1 Collecting and collating information 2.2 Analysing record information 2.3 Communicating effectively 2.4 Disseminating information 2.5 Presenting information
3. Use management information systems	3.1 Management information systems are used	3.1 Analysis and display techniques	3.1 Analysing record information 3.2 Collecting and

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>to store and retrieve data for decision making.</p> <p>3.2 Technology available in the work area/ organisation is used to manage information.</p> <p>3.3 Recommendations for improving the information system are submitted to designated persons/ groups.</p>	<p>3.2 Information collection, collation</p> <p>3.3 Information evaluation issues</p> <p>3.4 Information storage requirements and methods</p> <p>3.5 Reporting procedures of the organisation</p>	<p>collating information</p> <p>3.3 Communicating effectively</p> <p>3.4 Disseminating information</p> <p>3.5 Presenting information</p> <p>3.6 Using management information systems to store and retrieve data</p>
4. Report and disseminate analyzed information	<p>4.1 The results of information gathering, analysis and synthesis are reported within specified time frames and to the standard defined by the organisation.</p> <p>4.2 The results of information gathering, analysis and synthesis are reported so they can be inputs to policy development and organisation decision making.</p> <p>4.3 Information which is gathered is disseminated to appropriate personnel within the specified timeframe</p>	<p>4.1 Analysis and display techniques</p> <p>4.2 Information collection, collation</p> <p>4.3 Information evaluation issues</p> <p>4.4 Information storage requirements and methods</p> <p>4.5 Reporting procedures of the organisation</p>	<p>4.1 Analysing record information</p> <p>4.2 Collecting and collating information</p> <p>4.3 Communicating effectively</p> <p>4.4 Disseminating information</p> <p>4.5 Presenting information</p> <p>4.6 Using management information systems to store and retrieve data</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Information	May include: 1.1 Routine and complex reports and submissions 1.2 Briefing notes 1.3 Ministerial 1.4 Proposals 1.5 Project plans 1.6 Articles and promotional material
2. Collection techniques or methods	2.1 Collection techniques may include: 2.1.1 Research 2.1.2 Surveys 2.1.3 Literature search 2.1.4 Interviews 2.1.5 Data bases 2.1.6 Observation 2.2 Collection methods may include: 2.2.1 Indexing 2.2.2 linking 2.2.3 Sorting 2.2.4 Comparing 2.2.5 Categorizing 2.2.6 Integrating
3. Analysis	May include: 3.1 application of statistical methods 3.2 mathematical calculations 3.3 critical analysis 3.4 problem solving
4. Management information systems	May include: 4.1 Computers 4.2 Communication channels 4.3 Records management 4.4 Procedures 4.5 Manuals 4.6 Protocol 4.7 Legislation 4.8 Guidelines and awards 4.9 Organizational 4.10 Legal and policy materials

EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1 Identified information needs and sources 1.2 Collected and analyzed information 1.3 Determined the correct / preventive action 1.4 Used management information systems 1.5 Record and support information <p>These aspects may be best assessed using a range of scenarios what ifs as a stimulus with a walk through forming part of the response. These assessment activities should include a range of problems, including new, unusual and improbable situations that may have happened.</p>
<p>2. Resource Implications</p>	<p>Specific resources for assessment</p> <ul style="list-style-type: none"> 2.1 Evidence of competent performance should be obtained by observing an individual in an information management role within the workplace or operational or simulated environment.
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> 3.1 Written Test 3.2 Interview <p>The unit will be assessed in a holistic manner as is practical and may be integrated with the assessment of other relevant units of competency. Assessment will occur over a range of situations, which will include disruptions to normal, smooth operation. Simulation may be required to allow for timely assessment of parts of this unit of competency. Simulation should be based on the actual workplace and will include walk through of the relevant competency components.</p>
<p>4. Context for Assessment</p>	<ul style="list-style-type: none"> 4.1 In all workplace, it may be appropriate to assess this unit concurrently with relevant teamwork or operation units.

UNIT OF COMPETENCY : LEAD IN IMPROVEMENT OF OCCUPATIONAL SAFETY AND HEALTH (OSH) PROGRAMS, POLICIES AND PROCEDURES

UNIT CODE : 500311407

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to assess Occupational Safety and Health (OSH) practices and programs, recommend OSH program improvement initiatives, and implement recommended improvements on Occupational Safety and Health (OSH) Programs, Procedures and Policies.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Assess Occupational Safety and Health (OSH) practices and programs	1.1 OSH practices and programs are reviewed based on workplace policies and procedures. 1.2 Appropriate personnel or OSH reference guides are consulted for proper guidance based on workplace policies and procedures. 1.3 Current practices and programs are evaluated based on acceptable level of OSH work standards	1.1 OSH practices and programs workplace policies and procedures 1.2 OSH reference guides 1.3 OSH work standards	1.1 Critical thinking skills 1.2 Evaluating skills
2. Recommend OSH program improvement initiatives	2.1 OSH work improvement initiatives are identified that are relevant with the workplace scenario. 2.2 OSH program improvement plans are organized based on workplace policies and procedures. 2.3 OSH program improvement plans	2.1 OSH Programs 2.2 OSH work improvement initiatives	2.1 Presentation Skills 2.2 Communication skills 2.3 Collaborating skills 2.4 Critical thinking skills 2.5 Observation skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	are presented based on workplace policies and procedures.		
3. Implement recommended improvements on Occupational Safety and Health (OSH) Programs, Procedures and Policies	<p>3.1 Approved improvements on OSH work improvement initiatives are communicated based on workplace policies and procedures.</p> <p>3.2 Concern personnel are guided in accordance with workplace policies and procedures.</p> <p>3.3 Implementation of the approved OSH initiatives are monitored in accordance with workplace policies and procedures.</p> <p>3.4 Implementation of approved OSH initiatives are evaluated based on workplace policies and procedures.</p>	<p>3.1 Coaching Concepts</p> <p>3.2 OSH work improvement initiatives</p> <p>3.3 Supervisory Concepts</p>	<p>3.1 Monitoring Skills</p> <p>3.2 Evaluation Skills</p> <p>3.3 Auditing Skills</p> <p>3.4 Coaching Skills</p> <p>3.5 Supervisory Skills</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. OSH Practices and Programs	May include but not limited to: 1.1 Planning, implementation and maintenance of manufacturing plants 1.2 Work-physiological, psychological, ergonomic and hygienic practices and programs 1.3 First aid within the workplace 1.4 Safety inspection practices
2. OSH Reference Guides	May include but not limited to: 2.1 Occupational Safety and Health Standards Book 2.2 OSHA Safety Bulletins and Magazines 2.3 Equipment Safety Operating Instructions 2.4 Established National Safety Management Books 2.5 Credible OSH Web-sites 2.6 Safety Solution Guide Books and Handbooks
3. OSH Work Improvement Initiatives	May include but not limited to: 3.1 Eliminate the hazard altogether (i.e., get rid of the dangerous machine) 3.2 Isolate the hazard from anyone who could be harmed (i.e., keep the machine in a closed room and operate it remotely; barricade an unsafe area off) 3.3 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) 3.4 Use administrative controls to reduce the risk (i.e., train workers how to use equipment safely; train workers about the risks of harassment; issue signage) 3.5 Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users) 3.6 Use personal protective equipment (i.e., wear gloves and goggles when using the machine)

EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1 Consult appropriate personnel or OSH reference guides for proper guidance based on workplace policies and procedures 1.2 Evaluate current practices and programs based on acceptable level of OSH work standards 1.3 Identify OSH work improvement initiatives that are relevant with the workplace scenario 1.4 Present OSH program improvement plans based on workplace policies and procedures 1.5 Communicate approved improvements on OSH work program initiatives based on workplace policies and procedures 1.6 Monitor implementation of the approved OSH initiatives in accordance with workplace policies and procedures 1.7 Evaluate implementation of approved OSH initiatives based on workplace policies and procedures
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> 2.1 Workplace or assessment location 2.2 OSH personal records 2.3 PPE 2.4 Health records
<p>3. Methods of Assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> 3.1 Portfolio Assessment 3.2 Interview 3.3 Case Study/Situation 3.4 Observation/Demonstration and oral questioning
<p>4. Context for Assessment</p>	<ul style="list-style-type: none"> 4.1 Competency may be assessed in the work place or in a simulated work place setting

UNIT OF COMPETENCY : LEAD TOWARDS IMPROVEMENT OF ENVIRONMENTAL WORK PROGRAMS, POLICIES AND PROCEDURES

UNIT CODE : 500311408

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required in assessing environmental work practices and standards, recommending environmental work improvement initiatives and implementing recommended environmental improvements.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Assess environmental work practices and programs	1.1 <i>Environmental practices and programs</i> are reviewed based on workplace policies. 1.2 Appropriate personnel or <i>environmental reference guides</i> are consulted for proper guidance based on workplace policies. 1.3 Current practices and programs are evaluated based on acceptable level of environmental work standards.	1.1 Environmental Practices 1.2 Environmental Reference Guides 1.3 Corrective Action and Follow-up 1.4 Relevant environmental experts 1.5 Re-Training Needs 1.6 Energy and Healthy Habits	1.1 Critical thinking 1.2 Problem solving 1.3 Observation Skills 1.4 Training Delivery Skills
2. Recommend environmental program improvements initiatives	2.1 Environment practices opportunities are Identified that are relevant with the workplace scenario. 2.2 Environmental program improvement plans are organized based on workplace policies and procedures. 2.3 Environmental program improvement plans	2.1 Environmental Practices and Standards 2.2 Mitigation Requirements	2.1 Presentation Skills 2.2 Critical thinking 2.3 Problem Solving 2.4 Observation Skills 2.5 Training Delivery Skills 2.6 Cost-Benefit Analysis

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	are presented based on workplace policies and procedures.		
3. Implement recommended improvements on environmental programs, policies and procedures	3.1 Approved improvements on <i>environmental work program initiatives</i> are promoted based on workplace policies and procedures. 3.2 Implementation of the approved environmental initiatives are monitored in accordance with workplace policies and procedures. 3.3 Implementation of approved environmental initiatives are evaluated based on workplace policies and procedures.	3.1 Environmental Work Initiatives 3.2 Communication Strategies 3.3 Environmental inspection and Monitoring Techniques 3.4 Notification Requirements	3.1 Inspection Skills 3.2 Critical thinking 3.3 Problem Solving 3.4 Observation Skills

RANGE OF VARIABLES

VARIABLE	RANGE
1. Environmental Practices and Programs	May include: 1.1 Utilization of Energy, Water, Fuel 1.2 Segregation Practices 1.3 Waste Disposal and Reuse 1.4 Saving Resources 1.5 Waste Collection 1.6 Usage of Hazardous Materials 1.7 Chemical Application 1.8 Equipment Operation 1.9 Dewatering and Discharging 1.10 Surface Disturbance 1.11 Periodic Inspection 1.12 Resource Storage and Handling
2. Environmental Reference Guides	May include: 2.1 Air Emission and Ambient Air Quality Guidelines 2.2 Energy Conservation Guidelines 2.3 Wastewater and Ambient Water Quality Guidelines 2.4 Water Conservation Guidelines 2.5 Hazardous Materials Management 2.6 Waste Management 2.7 Noise 2.8 Contaminated Land 2.9 Cultural Conservation Guides
3. Environmental Work Program Initiatives	May include: 3.1 Low Energy Lighting 3.2 Water Reduction initiatives 3.3 Holding Employee Awareness event 3.4 Recycling Waste Materials 3.5 Unplugging power converters overnight 3.6 Tree-Planting 3.7 Wild-life conservation

EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Consulted appropriate personnel or environmental reference guides for proper guidance based on workplace policies.</p> <p>1.2 Evaluated current practices and standards based acceptable level of environmental work standards.</p> <p>1.3 Organized environmental standard improvement plans based on workplace policies and procedures.</p> <p>1.4 Presented environmental standard improvement plans based on workplace policies and procedures.</p> <p>1.5 Promoted approved environmental work initiatives based on workplace policies and procedures.</p> <p>1.6 Evaluated the implementation of approved environmental improvements based on workplace policies and procedures.</p>
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <p>2.1 Workplace/Assessment location</p> <p>2.2 Legislation, policies, procedures, protocols and local ordinances relating to environmental protection</p> <p>2.3 Case studies/scenarios relating to environmental protection</p>
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <p>3.1 Written/ Oral Examination</p> <p>3.2 Interview/Third Party Reports</p> <p>3.3 Portfolio (citations/awards from GOs and NGOs, certificate of training – local and abroad)</p> <p>3.4 Simulations and role-plays</p>
<p>4. Context for Assessment</p>	<p>4.1 Competency may be assessed in actual workplace or at the designated TESDA center.</p>

UNIT OF COMPETENCY : SUSTAIN ENTREPRENEURIAL SKILLS

UNIT CODE : 500311409

UNIT DESCRIPTOR : This unit covers the outcomes required to update and continue one’s professional development along entrepreneurship, including applying such growth in skills toward expanding the enterprise and developing its work force.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Enhance one’s business skills	1.1 Entrepreneurial skills development needs are identified and responded to promptly. 1.2 Market trends are monitored, anticipated and taken advantage of where feasible. 1.3 New technologies, products and processes are included/utilized where advantageous to the enterprise. 1.4 Constant dialog/linkages with other entrepreneurs/peers and stakeholders are maintained. 1.5 Circulation and participation in business fora, meetings, conventions and exhibits are maintained.	1.1 Business models and strategies 1.2 Types and categories of businesses 1.3 Business internal controls 1.4 Market Trends 1.5 Relevant national and local legislation and regulations 1.6 Basic quality control and assurance concepts	1.1 Basic bookkeeping/accounting skills 1.2 Communication skills 1.3 Building relations with customer and employees 1.4 Building competitive advantage of the enterprise 1.5 Networking and Linkaging skills
2. Manage entrepreneurial practices	2.1 Ideas and comments for improvements are sought from workers and clients. 2.2 Staff/workers are encouraged and supported in their	2.1 Public relations concepts 2.2 Basic product promotion strategies 2.3 Basic market and feasibility studies 2.4 Basic business	2.1 Building customer relations 2.2 Individual marketing skills 2.3 Using basic advertising (posters/

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>skills development and enhancement.</p> <p>2.3 A culture of <i>continuous improvement</i> is fostered within the enterprise.</p> <p>2.4 Innovations on the existing lines of products and services are encouraged.</p>	ethics	tarpaulins, flyers, social media, etc.)
3. Expand markets and clientele	<p>3.1 Enterprise is built up and sustained through judicious control of cash flows.</p> <p>3.2 Profitability of enterprise is ensured through appropriate <i>internal controls</i>.</p> <p>3.3 Unnecessary or lower-priority expenses and purchases are avoided.</p> <p>3.4 New markets and clients are identified based on current market trends.</p>	<p>3.1 Basic cost-benefit analysis</p> <p>3.2 Basic financial management</p> <p>3.3 Basic financial accounting</p> <p>3.4 Business internal controls</p>	<p>3.1 Setting business priorities and strategies</p> <p>3.2 Interpreting basic financial statements</p> <p>3.3 Preparing business plans</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Entrepreneurial skills	May include: 1.1 Financial management skills 1.2 People management skills 1.3 Operations management skills 1.4 Business acumen
2. Business operations	May include: 2.1 Purchasing 2.2 Accounting/Administrative work 2.3 Production/Operations/Sales
3. Internal controls	May include: 3.1 Accounting systems 3.2 Financial statements/reports 3.3 Cash management 3.4 Managing property, plant and equipment
4. Continuous improvement	May include: 4.1 Quality management systems (PDCA, ISO 9001, TQM, Six-Sigma, etc.) 4.2 Client feedback systems 4.3 Quality assurance/Quality control systems

EVIDENCE GUIDE

1. Critical aspects of competency	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Demonstrated enhancement of one's entrepreneurial skills through performance of business, supervisor evaluation, worker and client testimony</p>
2. Resource Implications	<p>The following resources should be provided:</p> <p>2.1 Interview guide for entrepreneurs, enterprise workers and third parties</p> <p>2.2 Materials and location relevant to the proposed activity and tasks</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Written report</p> <p>3.2 Written examination</p> <p>3.3 Demonstration/observation with oral questioning</p> <p>3.4 Portfolio assessment with interview</p> <p>3.5 Third-party report</p>
4. Context of Assessment	<p>4.1 Competency may be assessed in workplace or in a simulated workplace setting</p> <p>4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group</p>

COMMON COMPETENCIES

UNIT OF COMPETENCY : **PROVIDE QUALITY CUSTOMER SERVICE**

UNIT CODE : **SOC941201**

UNIT DESCRIPTOR : This unit covers the knowledge, skill and attitudes required to provide effective and efficient services to the clients of the microfinance industry.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Update knowledge of products and services	1.1 Products and/or services to be marketed are identified, familiarized with and fully understood. 1.2 Information on programs is accessed. 1.3 Knowledge on products, services and programs are updated. 1.4 Additional information on products, services and programs.	1.1 Understanding client's nature, motivation, expectations and needs 1.2 Knowledge of how to determine client needs and expectations related to the product/ services and programs 1.3 Knowledge of appropriate marketing and promotional strategies 1.4 Knowledge of company standards on how to interact with clients 1.5 Knowledge of organization's vision, mission	1.1 Effective oral communication skills 1.2 Listening skills 1.3 Motivational skills 1.4 Interpersonal skills 1.5 Presentation skills 1.6 Computer literacy
2. Assess needs of new and existing clients	2.1 Active listening is used to gather information from clients . 2.2 Orientation on products/services, program and policies are conducted. 2.3 Identified related or applicable needs of clients based on the products/services	2.1 Understanding client's nature, motivation, expectations and needs 2.2 Knowledge of how to determine client needs and expectations related to the product/services and programs 2.3 Knowledge of	2.1 Effective oral communication skills 2.2 Listening skills 2.3 Motivational skills 2.4 Interpersonal skills 2.5 Presentation skills 2.6 Skill in demonstrating cost/ benefits/

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>and program being offered.</p> <p>2.4 Provided clients with courteous and professional treatment throughout the interaction using <i>interactive communication</i>.</p> <p>2.5 Inquiries, concerns and comments are responded to promptly and accurately in accordance with organization's policies.</p> <p>2.6 Recorded all the gathered information given by the clients.</p>	<p>appropriate marketing and promotional strategies</p> <p>2.4 Knowledge of designing, administering and processing clients' satisfaction survey</p> <p>2.5 Knowledge of confidentiality and company standards for obtaining, using and protecting information obtained from clients</p> <p>2.6 Knowledge of company standards on how to interact with clients</p> <p>2.7 Knowledge of organization's vision, mission and values</p> <p>2.8 Commitment/ dedication, love of work, competence, courteous, honesty, sincerity, sensitivity to others, sense of responsibility, caring attitude/ compassion, and charity</p>	<p>value to clients based on client's expectations and needs</p> <p>2.7 Skill in generating several alternative solutions that will meet customer's needs</p> <p>2.8 Data gathering skills</p> <p>2.9 Computer literacy</p>
3. Conduct client satisfaction survey	<p>3.1 Client satisfaction survey is administered.</p> <p>3.2 Survey results are collated and analyzed.</p> <p>3.3 Positive and negative results are</p>	<p>3.1 Knowledge of how to determine client needs and expectations related to the product/services and programs</p> <p>3.2 Knowledge of</p>	<p>3.1 Effective oral communication skills</p> <p>3.2 Listening skills</p> <p>3.3 Motivational skills</p> <p>3.4 Interpersonal skills</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>defined.</p> <p>3.4 Negative feedbacks are well addressed immediately through appropriate <i>communication strategies.</i></p>	<p>designing, administering and processing clients' satisfaction survey</p> <p>3.3 Knowledge of confidentiality and company standards for obtaining, using and protecting information obtained from clients</p> <p>3.4 Commitment/ dedication, love of work, competence, courteous, honesty, sincerity, sensitivity to others, sense of responsibility, caring attitude/ compassion, and charity</p>	<p>3.5 Presentation skills</p> <p>3.6 Skill in demonstrating cost/ benefits/ value to clients based on client's expectations and needs</p> <p>3.7 Skill in generating several alternative solutions that will meet customer's needs</p> <p>3.8 Data gathering skills</p> <p>3.9 Computer literacy</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Product/services and programs	May include: 1.1 Financial services 1.2 Non-financial services
2. Clients	May include: 2.1 Entrepreneurial poor
3. Needs	May include: 3.1 Designing clients satisfaction survey instruments 3.2 Procedure in administering clients satisfaction survey 3.3 Processing clients satisfaction survey data 3.4 Product/service knowledge 3.5 Knowledge of programs
4. Interactive communication	May include: 4.1 Information is gathered in a courteous and professional manner 4.2 Probing skills 4.3 Skills in effective questioning 4.4 Consistent service quality for all types of customers 4.5 Avoiding controversial issues like politics and religion
5. Communication strategies	May include: 5.1 One-on-one interaction 5.2 Group meetings

EVIDENCE GUIDE

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Received, assessed and responded to client needs. 1.2 Applied organizational quality.
2. Resource Implications	The following resources should be provided: 2.1 Meeting venue/s 2.2 Equipment and furnishings appropriate to a microfinance set-up 2.3 Complete information on products, services and programs 2.4 Products, services and programs brochures 2.5 Organization's standard forms for clients
3. Method of Assessment	Competency in this unit must be assessed through: 3.1 Oral questioning 3.2 Written test 3.3 Practical demonstration
4. Context of Assessment	4.1 Competency maybe assessed in actual workplace or at the designated TESDA Accredited Assessment Center.

UNIT OF COMPETENCY : COMPLY WITH QUALITY AND ETHICAL STANDARDS

UNIT CODE : SOC941202

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes needed to apply quality and ethical standards in the workplace. The unit also includes the application of relevant safety procedures and regulations, organization procedures, client and industry requirements.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Assess quality of received materials	1.1 Work instruction is obtained and carried out in accordance with standard operating procedures. 1.2 Received materials are checked against workplace standards and specifications. 1.3 Defective materials are identified, reported and isolated. 1.4 Defective materials are repaired/ replaced in accordance with workplace procedures. 1.5 Defects and any identified causes are recorded and/or reported to the concerned personnel in accordance with workplace procedures.	1.1 Knowledge of organization's vision, mission and values 1.2 Knowledge of product, services and programs 1.3 Operational standards and procedures 1.4 Quality checking procedures 1.5 Workplace procedures 1.6 Occupational health and safety procedures 1.7 Characteristics of hardware, software and materials used in rendering quality service 1.8 Defect/ irregularities identification and reporting 1.9 Quality improvement processes 1.10 Quality consciousness 1.11 Values orientation 1.12 Market driven/	1.1 Comprehension skills 1.2 Communication skills 1.3 Critical thinking, problem solving and decision making skills 1.4 Technical skills 1.5 Interpersonal skills 1.6 Community organizing skills 1.7 Analytical skills 1.8 Quantitative skills 1.9 Qualitative skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
2. Assess own work/output	2.1 Documentation relative to quality within the company is identified and used. 2.2 Completed work is checked against workplace standards. 2.3 Defects are identified and corrected in accordance with the company quality standards .	client focused 2.1 Knowledge of organization's vision, mission and values 2.2 Knowledge of product, services and programs 2.3 Operational standards and procedures 2.4 Quality checking procedures 2.5 Workplace procedures 2.6 Occupational health and safety procedures 2.7 Defect/irregularities identification and reporting 2.8 Quality improvement processes 2.9 Quality consciousness 2.10 Values orientation 2.11 Market driven/client-focused	2.1 Comprehension skills 2.2 Communication skills 2.3 Critical thinking, problem solving and decision making skills 2.4 Technical skills 2.5 Interpersonal skills 2.6 Analytical skills
3. Submit oneself to third party assessment	3.1 Information on the quality and other indicators of performance are recorded in accordance with workplace procedures. 3.2 In cases of deviations from specific quality standards, causes are documented and reported in accordance with the workplace's standards operating procedures.	3.1 Knowledge of product, services and programs 3.2 Operational standards and procedures 3.3 Quality checking procedures 3.3 Workplace procedures 3.4 Occupational health and safety procedures 3.5 Defect/irregularities identification and reporting 3.6 Quality	3.1 Comprehension skills 3.2 Communication skills 3.3 Critical thinking, problem solving and decision making skills 3.4 Technical skills 3.5 Interpersonal skills 3.6 Analytical skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	3.3 In cases of objections/ disagreements, reasons are expressed thru written documentation. 3.4 Settlements are sought in accordance with company policies.	improvement processes 3.7 Quality consciousness 3.8 Values orientation 3.9 Market-driven/ client focused	
4. Engage in quality improvement	4.1 Process improvement procedures are participated in relative to workplace assignment. 4.2 Work is carried out in accordance with process improvement procedures. 4.3 Services are delivered in accordance with ethical standards. 4.4 Quality service is monitored to ensure client satisfaction. 4.5 Client's needs are assessed through conduct of researches, focus group discussions, and satisfaction surveys/interviews. 4.6 Trainings, orientations, and exposures are rendered to ensure their understanding/ familiarization on products, services.	4.1 Knowledge of organization's vision, mission and values 4.2 Knowledge of product, services and programs 4.3 Operational standards and procedures 4.4 Quality checking procedures 4.5 Workplace procedures 4.6 Occupational health and safety procedures 4.7 Quality improvement processes 4.8 Quality consciousness 4.9 Values orientation	4.1 Comprehension skills 4.2 Communication skills 4.3 Critical thinking, problem solving and decision-making skills 4.4 Technical skills 4.5 Interpersonal skills 4.6 Community organizing skills 4.7 Analytical skills 4.8 Quantitative skills 4.9 Qualitative skills

RANGE OF VARIABLES

VARIABLE	RANGE
1. Materials	May include: <ol style="list-style-type: none"> 1.1 Manuals, brochures, flyers, flipcharts, signages and tarpaulin 1.2 Work orders 1.3 Standard forms 1.4 Recorded voice files/audio video presentations 1.5 PowerPoint presentation materials 1.6 Documentations 1.7 Software 1.8 Hardware 1.9 Office supplies 1.10 Office equipment 1.11 Holy Scriptures
2. Defects/Irregularities	May include: <ol style="list-style-type: none"> 2.1 Deviation from the requirements of the client 2.2 Deviation from the requirements and standard operating procedures of the organization/institution 2.3 Manuals containing incorrect/outdated information 2.4 Software/hardware defects 2.5 Poor employee interpersonal relationships/conflicts among employees 2.6 Loose implementation of organizational policies and procedures 2.7 Poor/inappropriate training designs 2.8 Non-compliance of selection and recruitment procedures of employees 2.9 Work fatigue and lost of interest to work being experience by the employee/s 2.10 Lack of clear understanding about one's role and responsibilities 2.11 Non-compliance of selection and recruitment procedures of clients 2.12 Undesirable work behavior of employees 2.13 Breakdown of/barriers to communication 2.14 Outdated work plans and schedules
3. Documentation	May include: <ol style="list-style-type: none"> 3.1 Standard Operating Procedures 3.2 Quality checklist 3.3 Monitoring feedback sheet 3.4 Forms such as Loan Applications, CCI/BI, Cash Flows, Loan Utilization Checks, Client Exits/ Withdrawals, Work/Job Order, Client Feedback Notice, Material Requisition Form, Performance Appraisal Report, Training Evaluation Forms 3.5 Reports such as Financial Statements, Operational Assessments/Highlights and Plans, Cash Position Reports

VARIABLE	RANGE
	3.6 Minutes of meetings (Board, Branch, Department/Units/Groups) 3.7 Special orders, memorandums, notices, announcements 3.8 Employee movements (promotion, demotion, discharge, termination, suspension) 3.9 Linkages such as Loan Verification, SSS and Philhealth dues 3.10 Organizational Profile (Vision, Mission, Goals and Objectives) 3.11 Electronic documentations e.g. Website 3.12 Files/Employees' Profile
4. Quality Standards	May include: 4.1 Materials 4.2 Software 4.3 Office supplies 4.4 Office facilities 4.5 Office equipment 4.6 Office standard forms 4.7 Work processes 4.8 Customer service 4.9 Products and services 4.10 Work outputs 4.11 Communication process 4.12 Ethical and professional ethics 4.13 Training program design and delivery 4.14 Value added services/product innovations 4.15 Organization's policies and procedures manual
5. Client	May include: 5.1 External clients (customers, partners, members, subscribers, end users, investors/funders, service providers, agencies) 5.2 Internal clients (within the organization/co-employees, immediate superiors, board of trustees)

EVIDENCE GUIDE

1. Critical Aspects of Competency	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1 Performed work in accordance with the organization's standard operating procedures and specifications. 1.2 Identified and reported defects in accordance with standard operating procedures. 1.3 Carried out work in accordance with the process improvement procedures.
2. Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> 2.1 Product manuals and brochures 2.2 Marketing and promotional materials 2.3 Orientation and presentation materials 2.4 Office standard forms and documentation 2.5 Operational handbook/manuals 2.6 Work plans and schedules 2.7 Hardware 2.8 Software
3. Method of Assessment	<p>Competency in this unit must be assessed through:</p> <ul style="list-style-type: none"> 3.1 Written Examination 3.2 Interviews 3.3 Audit Report 3.4 Monthly Reports 3.5 Practical Demonstration 3.6 Performance Evaluation
4. Context of Assessment	<ul style="list-style-type: none"> 4.1 Competency maybe assessed in actual workplace or at the designated TESDA Accredited Assessment Center.

UNIT OF COMPETENCY : PERFORM COMPUTER OPERATIONS

UNIT CODE : SOC941203

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes needed to perform computer operations which include encoding, accessing, decoding, transferring and storing data and information using the appropriate hardware and software.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Plan and prepare for assigned task	1.1 Tasks are determined according to required output. 1.2 Appropriate hardware and software are selected. 1.3 OHS standards are complied with. 1.4 Appropriate guidelines and procedures are identified. 1.5 Required data security guidelines are determined.	1.1 Basic fundamentals for computer use 1.2 Basic knowledge of computer system 1.3 Basics of computer operating system	1.1 Computer keyboarding skills 1.2 Internet browsing/ networking skills 1.3 Skill in English grammar 1.4 Basic computer software and hardware maintenance/ troubleshooting skills 1.5 Analytical skills
2. Encode data	2.1 Accuracy of data/information is validated. 2.2 Data are encoded using appropriate application. 2.3 Information is saved in storage devices according to requirements. 2.4 Work is performed within OHS guidelines .	2.1 Categories of storage devices and memories 2.2 Types and uses of software applications 2.3 Intellectual property rights 2.4 Virus information, detection and elimination 2.5 OHS principles and practices	2.1 Computer keyboarding skills 2.2 Internet browsing/ networking skills 2.3 Skill in English grammar 2.4 Basic computer software and hardware maintenance/ troubleshooting skills 2.5 Analytical skills
3. Access information	3.1 Appropriate application is selected based on job requirements. 3.2 Proper use of	3.1 Concern for details in accordance with organization's guidelines	3.1 Computer keyboarding skills 3.2 Internet browsing/

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>navigation keys and icons is observed.</p> <p>3.3 Proper use of computer and other peripherals is observed.</p>	<p>3.2 Patience in handling challenging/ difficult tasks</p> <p>3.3 Quality consciousness</p> <p>3.4 Safety consciousness</p>	<p>networking skills</p> <p>3.3 Skill in English grammar</p> <p>3.4 Basic computer software and hardware maintenance/ troubleshooting skills</p> <p>3.5 Analytical skills</p>
4. Produce data	<p>4.1 Processed data using appropriate applications by authorized personnel.</p> <p>4.2 Data are printed according to standard operating procedures.</p> <p>4.3 Data are analyzed.</p> <p>4.4 Files and data are transferred according to standard operating procedures.</p> <p>4.5 Files and data are securely stored.</p>	<p>4.1 Concern for details in accordance with organization's guidelines</p> <p>4.2 Patience in handling challenging/ difficult tasks</p> <p>4.3 Quality consciousness</p> <p>4.4 Safety consciousness</p> <p>4.5 Procedure in Analyzing Data</p> <p>4.6 Procedure in Storage of Files and data</p>	<p>4.1 Computer keyboarding skills</p> <p>4.2 Internet browsing/ networking skills</p> <p>4.3 Skill in English grammar</p> <p>4.4 Basic computer software and hardware maintenance/ troubleshooting skills</p> <p>4.5 Analytical skills</p>
5. Use the internet to access information	<p>5.1 Required information is identified.</p> <p>5.2 Appropriate browser and search engine are used in accordance with the organization's standards and procedures.</p> <p>5.3 Relevant links are utilized to access information.</p>	<p>5.1 Concern for details in accordance with organization's guidelines</p> <p>5.2 Patience in handling challenging/ difficult tasks</p> <p>5.3 Quality consciousness</p> <p>5.4 Safety consciousness</p> <p>5.5 Using Internet in accessing information</p> <p>5.6 Intellectual property rights</p>	<p>5.1 Computer keyboarding skills</p> <p>5.2 Internet browsing/ networking skills</p> <p>5.3 Skill in English grammar</p> <p>5.4 Basic computer software and hardware maintenance/ troubleshooting skills</p> <p>5.5 Analytical skills</p>
6. Maintain computer equipment and systems	6.1 Procedures for system security such as virus	6.1 Concern for details in accordance with	6.1 Computer keyboarding skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>check, data back-up, and system defragmentation are implemented.</p> <p>6.2 Appropriate basic equipment <i>maintenance</i> procedures and <i>MIS requirements</i> are implemented.</p>	<p>organization's guidelines</p> <p>6.2 Patience in handling challenging/difficult tasks</p> <p>6.3 Quality consciousness</p> <p>6.4 Safety consciousness</p> <p>6.5 Using Internet in accessing information</p> <p>6.6 Intellectual Property Rights</p> <p>6.7 Virus information, detection and elimination</p> <p>6.8 MIS Maintenance Requirements</p>	<p>6.2 Internet browsing/networking skills</p> <p>6.3 Skill in English grammar</p> <p>6.4 Basic computer software and hardware maintenance/troubleshooting skills</p> <p>6.5 Analytical skills</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Hardware and Peripheral Devices	May include: 1.1 Computer set-up 1.2 Network systems 1.3 Communication equipment 1.4 Printer and scanner 1.5 Built-in cameras 1.6 Multimedia projector
2. Software	May include: 2.1 Microsoft Office applications 2.2 Database applications 2.3 Web browser 2.4 Client specific software
3. OSH Guidelines	May include: 3.1 Ergonomic furniture 3.2 Radiation barrier for monitors 3.3 Sitting posture 3.4 Lifting posture 3.5 Organization's policies and procedures
4. Storage Devices	May include: 4.1 Diskettes 4.2 Zip disks 4.3 Local and remote hard disk drives 4.4 Optical drives (CDs) 4.5 USB flash drives
5. Maintenance	May include: 5.1 Conducting file management 5.2 Updating of applications 5.3 Storing back up files 5.4 Maintaining equipment cleanliness 5.5 Security system/password
6. MIS Requirements	May include: 6.1 Authorized IT security officer 6.2 Updating of programs/systems

EVIDENCE GUIDE

1. Critical Aspects of Competency	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1 Used appropriate hardware. 1.2 Used appropriate software applications. 1.3 Processed required data. 1.4 Maintained security measures, e.g., passwords. 1.5 Practiced troubleshooting procedures. 1.6 Applied basic computer maintenance activities.
2. Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> 2.1 Computer hardware and peripherals 2.2 Appropriate software applications 2.3 Computer printer/scanner ink 2.4 Stationeries 2.5 CDs, DVDs and USBs
3. Method of Assessment	<p>Competency in this unit must be assessed through:</p> <ul style="list-style-type: none"> 3.1 Direct observation 3.2 Oral questioning 3.3 Written test 3.4 Practical demonstration 3.5 Work outputs
4. Context of Assessment	<ul style="list-style-type: none"> 4.1 Competency maybe assessed in actual workplace or at the designated TESDA Accredited Assessment Center.

CORE COMPETENCIES

UNIT OF COMPETENCY : ESTABLISH COOPERATIVE

UNIT CODE : XXXXXXXX

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to formulate effective policies, strengthen partnership with other cooperatives, establish networking and linkages, participate in lobbying and advocacy, provide support in the conduct of research and evaluation, uphold cooperative values and principles, protect image and identity of cooperatives, foster cooperative culture, and develop robust communication plan.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Formulate effective policies	1.1 Relevant data and Information are sourced and gathered based on sector practices. 1.2 Gathered relevant data and information are reviewed and analyzed for policy formulation according to sector practices. 1.3 Proposed policies are recommended based on the result of analysis. 1.4 Proposed policies are deliberated and acted on according to protocol. 1.5 Proposed policies are finalized following sector practices. 1.6 Proposed policies are presented to appropriate body according to protocol. 1.7 Approval of the appropriate body is	1.1 Fundamentals of cooperatives 1.1.1 RA 9520 - Philippine Cooperative Code of 2008 and IRR 1.2 Policy development 1.2.1 Conceptualization of Policies 1.2.2 Processes in policy development 1.2.3 Related literatures 1.2.4 1.3 Accomplishment of template 1.4 Effective communication skills 1.5 Basic computer literacy 1.6 Utilization of feedback mechanism 1.7 Procedure in gathering	1.1 Communication skills 1.1.1 Presentation skills 1.1.2 Negotiation skills 1.1.3 Drafting of proposed policies 1.2 Analytical skills 1.3 Basic computer operation 1.4 Basic skills in research 1.5 Recommending proposed policies 1.6 Deliberating and acting on proposed policies 1.7 Finalizing proposed policies 1.8 Presenting proposed policies 1.9 Securing approval of proposed policies

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	secured according to protocol.	information 1.7.1 Coordination 1.7.2 Benchmarking 1.7.3 Conduct survey 1.8 Evaluation of information gathered 1.9 Movement protocol 1.10 Philippine Cooperative Development Plan (PCDP) 2018-2022	
2. Strengthen partnership with other cooperatives	2.1 Board resolution is formulated following sector industry protocol. 2.2 Proof of membership is secured according to requirements of specific unions and federations. 2.3 Memorandum of Agreement is forged according to movement protocol. 2.4 Continuing dialogue with other cooperatives is participated based on movement protocol. 2.5 Partners and alliances are participated at all level based on RA 11364-The Cooperative Development Authority Charter of 2019. 2.6 Consensus and agreement on common message	2.1 Feedback mechanism 2.2 Fundamentals of cooperatives 2.2.1 In-depth understanding of universally cooperative identity: principles and values 2.3 Strategic Planning and Management 2.4 Leadership and Values Re-orientation 2.5 Entrepreneurship and Business Management Skills 2.6 Parliamentary procedures 2.7 HR management 2.8 Operation management 2.9 Production management 2.10 Marketing management 2.11 Cooperative Standards	2.1 Utilizing feedback mechanism 2.2 Practicing cooperative principles and values 2.3 Formulating board resolution 2.4 Securing proof of membership 2.5 Forging Memorandum of Agreement 2.6 Participating continuing dialogue 2.7 Participating cooperative development councils 2.8 Seeking consensus and agreement on common message 2.9 Participating exchange program

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>is sought based on Democratic Cooperative Principle and respect majority rule.</p> <p>2.7 Exchange program is participated following the cooperative principle of continuous education, training, and information.</p> <p>2.8 Agencies and NGOs directories are ensured according to cooperative identity.</p> <p>2.9 Unity and cooperation among cooperatives is ensured based on fundamentals and unique identity of cooperatives.</p>	<p>2.12 Effective Communication Skills</p> <p>2.13 Basic computer literacy</p> <p>2.14 Development of Project Proposal</p> <p>2.15 Democratic Cooperative Principle</p> <p>2.16 Exchange program</p> <p>2.17 Cooperative principle of continuous education, training, and information</p> <p>2.18 RA 11364-The Cooperative Development Authority Charter of 2019</p> <p>2.19 MC 2013-01</p> <p>2.20 Different partners and alliances</p> <p>2.21 Art. 4 RA 9520</p> <p>2.22 Government structures and agencies 2.22.1 Priority programs and budget</p> <p>2.23 Philippine Cooperative Development Plan (PCDP) 2018-2022</p>	
3. Establish networking and linkages	<p>3.1 Agencies and NGOs directories are ensured according to industry protocol.</p> <p>3.2 Accreditation and representation with agencies is pursued and secured following applicable</p>	<p>3.1 Feedback mechanism</p> <p>3.2 Legislative processes</p> <p>3.3 RA 7160</p> <p>3.4 Accreditation requirements and guidelines</p> <p>3.5 Government structures and agencies</p>	<p>3.1 Interpersonal relation skills</p> <p>3.1.1 Communication skills</p> <p>3.1.2 Writing skills</p> <p>3.1.3 Project proposal writing</p> <p>3.2 Basic computer operation</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>accreditation guidelines.</p> <p>3.3 Partners and alliances are participated at all level based on RA 11364-The Cooperative Development Authority Charter of 2019.</p> <p>3.4 Lobbying and advocacy are participated and supported according to industry protocol.</p> <p>3.5 Memorandum of Agreement is forged according to movement protocol.</p>	<p>3.5.1 Priority programs and budget</p> <p>3.6 Guidelines and strategies on lobbying and advocacy</p> <p>3.7 Understanding the legalities and management of contracts</p> <p>3.7.1 Scope</p> <p>3.7.2 Timelines</p> <p>3.7.3 Cost</p> <p>3.8 Fundamentals of cooperatives</p> <p>3.9 Financial Management</p> <p>3.10 Policy development</p> <p>3.11 Strategic Planning and Management</p> <p>3.12 Leadership and Values Re-orientation</p> <p>3.13 Entrepreneurship and Business Management Skills</p> <p>3.14 Parliamentary procedures</p> <p>3.15 Tax, labor laws and other laws affecting cooperatives</p> <p>3.16 Other pending legislation affecting cooperatives</p> <p>3.17 Records Management (Financial/ Non-financial Transaction)</p> <p>3.18 Cooperative Standards</p> <p>3.19 Basic computer literacy</p>	<p>3.3 Utilizing feedback mechanism</p> <p>3.4 Forging Memorandum of Agreement</p> <p>3.5 Ensuring agencies and NGOs directories</p> <p>3.6 Pursuing and securing accreditation and representation with agencies</p> <p>3.7 Participating and supporting lobbying and advocacy</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		3.20 Propaganda and Campaign strategies 3.21 Development of Project Proposal 3.22 Philippine Cooperative Development Plan (PCDP) 2018-2022	
4. Provide support in the Conduct of research and evaluation	4.1 Priority thematic areas and agenda for research is developed based on cooperative principles. 4.2 Provision of budget in the conduct of research is ensured based on cooperative principles. 4.3 Recommended research and technical resource person are reviewed and approved based on needs of the members. 4.4 Implementation of research programs and projects are monitored based on cooperative principles. 4.5 Research results and formulated corresponding plan of action programs and policies are evaluated and communicated based on cooperative principles.	4.1 Feedback mechanism 4.2 Philippine Cooperative Development Plan (PCDP) 2018-2022 4.3 Background information of cooperative movements: 4.3.1 National 4.3.2 International 4.4 Research Fundamentals and framework 4.5 Fundamentals of cooperatives 4.6 Governance and management of cooperatives 4.7 Policy development 4.8 Strategic planning and management 4.8.1 Action planning 4.9 Research budget planning and programming 4.10 Members' needs survey 4.11 Monitoring and evaluation tools -Gantt chart 4.12 Communication plan 4.13 Credit management	4.1 Communication skills 4.2 Theoretical and conceptual skills 4.3 Analytical skills 4.4 Developing priority thematic areas and agenda for research 4.5 Budget preparation skills 4.6 Sourcing funds and resource mobilization 4.7 Monitoring and evaluation skills 4.8 Action planning skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		4.14 Internal Control System 4.15 Financial Management 4.16 Policy development 4.17 Strategic Planning and Management 4.18 Entrepreneurship and Business Management Skills 4.19 Parliamentary procedures 4.20 HR management 4.21 Operation management 4.22 Tax, labor laws and other related cooperative laws 4.23 Records Management (Financial/Non-financial Transaction) 4.24 Cooperative Standards 4.25 Basic computer literacy 4.26 Digital media platform	
5. Nourish cooperative identity	5.1 Cooperative values and principles are uphold based on cooperative identity. 5.2 Unique identity of cooperative are considered in policy making. 5.3 Image and identity of cooperatives are protected following movement protocol. 5.4 Cooperative activities are participated and supported following movement protocol.	5.1 Feedback mechanism 5.2 Unique identity of cooperative 5.3 Five (5) Pillars of International Cooperative Alliance (ICA) blueprint 5.4 Philippine Cooperative Development Plan (PCDP) 2018-2022 5.5 Fundamentals of cooperatives 5.6 Policy	5.1 Interpersonal relation skills 5.1.1 Communication skills 5.1.2 Writing skills 5.1.3 Project proposal writing 5.2 Handling and conduct trainings and group activities 5.3 Facilitating skills 5.4 Organizing skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>5.5 Continuous education on unique cooperative in all government instrumentalities is conducted and participated following movement protocol.</p> <p>5.6 Cooperative identity is applied on policies and programs following movement protocol.</p>	<p>development</p> <p>5.7 Strategic Planning and Management</p> <p>5.8 Leadership and Values Re-orientation</p> <p>5.9 Entrepreneurship and Business Management Skills</p> <p>5.10 Parliamentary procedures</p> <p>5.11 Tax, labor laws and other related cooperative laws</p> <p>5.12 Cooperative Standards</p> <p>5.13 Basic computer literacy</p> <p>5.14 Leveraging digital media platform</p> <p>5.14.1 Webpage design and content</p> <p>5.14.2 Social media campaign and marketing</p> <p>5.14.3 Access, use, and connectivity</p> <p>5.15 Training Needs Analysis</p> <p>5.16 Training design</p> <p>5.17 Module preparation</p> <p>5.18 Conduct of training</p> <p>5.19 Evaluation of training effectiveness</p> <p>5.19.1 Pre-training</p> <p>5.19.2 Post-training</p> <p>5.19.3 Follow-up</p>	
6. Foster cooperative culture	6.1 Cooperative culture is clarified and	6.1 Philippine Cooperative	6.1 Interpersonal relation skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>modeled following movement protocol.</p> <p>6.2 Cooperative culture is communicated following movement protocol.</p> <p>6.3 Cooperative culture is nurtured based on cooperative identity.</p> <p>6.4 Activities are organized and participated following movement protocol.</p> <p>6.5 Best practices are adapted based on cooperative identity.</p>	<p>Development Plan (PCDP) 2018-2022</p> <p>6.2 Feedback mechanism</p> <p>6.3 National Cooperative Month</p> <p>6.4 UN-ICA International Cooperative Day</p> <p>6.5 RA 9520-Philippine Cooperative Code of 2008</p> <p>6.6 Cooperative by-laws</p> <p>6.7 Articles of cooperation</p> <p>6.8 RA 11364-CDA Charter of 2019</p> <p>6.9 Existing IRRs, MCs, and Joint Circulars</p> <p>6.10 ICA 2020 blueprint</p> <p>6.11 SDG 2030</p> <p>6.12 Cooperative Best Practices</p> <p>6.13 Fundamentals of cooperatives</p> <p>6.14 Policy development</p> <p>6.15 Leadership and Values Re-orientation</p> <p>6.16 Entrepreneurship and Business Management Skills</p> <p>6.17 Parliamentary procedures</p> <p>6.18 Operation management</p> <p>6.19 Tax, labor laws and other related cooperative laws</p> <p>6.19.1 Cooperative</p>	<p>6.1.1 Communication skills</p> <p>6.1.2 Writing skills</p> <p>6.1.3 Project proposal writing</p> <p>6.2 Handling and conduct group activities</p> <p>6.3 Facilitating skills</p> <p>6.4 Organizing skills</p> <p>6.5 Motivational skills</p> <p>6.6 Benchmarking skills</p> <p>6.7 Using assessment tools</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		Standards 6.20 Effective Communication Skills 6.21 Leveraging digital media platform 6.21.1 Webpage design and content 6.21.2 Social media campaign and marketing 6.21.3 Access, use, and connectivity	
7. Develop robust communication plan	7.1 Cooperative best practices are recognized and assessed following movement protocol. 7.2 Communication needs are determined based on business processes and results of research. 7.3 Communication plan and protocols are formulated following movement protocol. 7.4 Communication plan is finalized following movement protocol. 7.5 Effective communication strategy is proposed following movement protocol. 7.6 Plan is communicated effectively following movement protocol. 7.7 Effective feedback mechanism is recommended	7.1 Philippine Cooperative Development Plan (PCDP) 2018-2022 7.2 Feedback mechanism 7.3 Cooperative best practices 7.4 Fundamentals of cooperatives 7.5 Business processes and operations 7.6 Research results and findings 7.7 National and international advocacies and directions 7.8 Communication plan and protocols 7.9 Effective communication skills 7.10 Prioritization of schedule and calendar of activities 7.11 Evaluation tools to measure	7.1 Interpersonal relation skills 7.1.1 Communication skills 7.1.2 Writing skills 7.1.3 Project proposal writing 7.1.4 Problem solving 7.1.5 Strong decision making 7.1.6 Conflict resolution 7.1.7 Consistent in the workflow 7.1.8 Negotiation skills 7.1.9 Motivational skills 7.1.10 Facilitation skills 7.2 Using monitoring and evaluation tools 7.3 Planning skills 7.4 Presentation skills 7.5 Selling skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>following movement protocol.</p> <p>7.8 Appropriate information and communication technology is adapted based on capacity of the cooperative.</p>	<p>effective communication</p> <p>7.12 Data management and analytics</p> <p>7.13 Internal Control System</p> <p>7.14 Financial Management</p> <p>7.15 Policy development</p> <p>7.16 Strategic Planning and Management</p> <p>7.17 Leadership and Values Re-orientation</p> <p>7.18 Entrepreneurship and Business Management Skills</p> <p>7.19 Parliamentary procedures</p> <p>7.20 HR management</p> <p>7.21 Operation management</p> <p>7.22 Production management</p> <p>7.23 Tax, labor laws and other related cooperative laws</p> <p>7.24 Marketing management</p> <p>7.25 Records Management (Financial/ Non-financial Transaction)</p> <p>7.26 Cooperative Standards</p> <p>7.27 Effective Communication Skills</p> <p>7.28 Leveraging digital media platform</p> <p>7.28.1 Webpage design and content</p> <p>7.28.2 Social</p>	<p>7.6 Using information and communication technology</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		media campaign and marketing 7.28.3 Access, use, and connectivity	

RANGE OF VARIABLES

VARIABLE	RANGE
1. Sourcing and gathering of information	Sourcing and gathering of information may include: <ul style="list-style-type: none"> 1.1 Coordination with local CDA and LGU 1.2 Benchmarking/referencing of policies from existing cooperatives 1.3 Seek assistance from unions, federations, academic institutions, NGOs with cooperative development program 1.4 Conduct survey on the needs of the potential members, the common bond of membership, and reason why form a cooperative
2. Proof of membership	Proof of membership may include: <ul style="list-style-type: none"> 2.1 Certificate of membership 2.2 Shares certificate 2.3 Passbook 2.4 Board resolution of unions and federations
3. Partners and alliances	Partners and alliances may include: <ul style="list-style-type: none"> 3.1 Cooperative development councils <ul style="list-style-type: none"> 3.1.1 LCDOP 3.1.2 NGAs 3.1.3 Academe 3.1.4 Unions 3.1.5 Federations 3.1.6 NGOs with Cooperative Development Programs 3.1.7 LGU Committee on Cooperative 3.1.8 GFIs with Cooperative Development Programs 3.1.9 RCDCs 3.2 Alliances <ul style="list-style-type: none"> 3.2.1 Sector Apexes 3.2.2 Regional Cluster 3.3 Regional, National, International Alliances <ul style="list-style-type: none"> 3.3.1 ACCU 3.3.2 WOCCU 3.3.3 ICA-ROAP 3.3.4 ILO
4. Support	Support may include: <ul style="list-style-type: none"> 4.1 Policy 4.2 Board Resolution 4.3 Financial 4.4 Written support 4.5 Send representative
5. Agencies	Agencies may include: <ul style="list-style-type: none"> 5.1 Local 5.2 Regional

VARIABLE	RANGE
	5.3 National 5.4 International 5.5 Special bodies
6. Ensuring provision of budget in the conduct of research	Ensuring provision of budget in the conduct of research includes: 6.1 Proposal making 6.2 Outsourcing, linkaging, and endorsement
7. Unique identity	Unique identity may include: 7.1 Nature and principles 7.2 Philosophies 7.3 Culture and values 7.4 Ethical values 7.5 Practices 7.6 Preferred enterprise
8. Protecting image and identity of cooperatives	Protecting image and identity of cooperatives may include: 8.1 Promotion of cooperative brand 8.2 Policy 8.3 Programs 8.4 Products and services 8.5 Procedures 8.6 Plans 8.7 Practices 8.7.1 Ethics 8.7.2 Values 8.8 Pronouncement 8.9 Continuous member recruitment 8.10 Legal framework advocated and secured 8.11 Linkages and network mobilized
9. Activities	Activities may include: 9.1 Day-to-day practice 9.1.1 Value and treatment of members (member-owner, customer) 9.2 Organizing important events 9.2.1 Celebration of cooperative month 9.2.2 International cooperative day 9.2.3 Election and General Assembly

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Formulated effective policies.</p> <p>1.1.1 Sourced and gathered relevant data and information.</p> <p>1.1.2 Reviewed and analyzed gathered relevant data and information.</p> <p>1.2 Strengthened partnership with other cooperatives.</p> <p>1.2.1 Formulated board resolution.</p> <p>1.2.2 Secured proof of membership.</p> <p>1.2.3 Forged Memorandum of Agreement.</p> <p>1.2.4 Participated continuing dialogue with other cooperatives.</p> <p>1.2.5 Sought consensus and agreement on common message.</p> <p>1.2.6 Participated exchange program.</p> <p>1.2.7 Ensured unity and cooperation among cooperatives.</p> <p>1.3 Established networking and linkages.</p> <p>1.3.1 Pursued accreditation and representation with agencies.</p> <p>1.3.2 Participated partners and alliances.</p> <p>1.3.3 Participated and supported lobbying and advocacy.</p> <p>1.3.4 Forged Memorandum of Agreement.</p> <p>1.4 Provided support in the conduct of research and evaluation.</p> <p>1.4.1 Developed priority thematic areas and agenda for research.</p> <p>1.4.2 Ensured provision of budget in the conduct of research.</p> <p>1.4.3 Reviewed and approved recommended research and technical resource person.</p> <p>1.4.4 Monitored implementation of research programs and projects.</p> <p>1.4.5 Evaluated and communicated research results and formulated corresponding plan of action programs and policies.</p> <p>1.5 Nourished cooperative identity.</p> <p>1.5.1 Uphold cooperative values and principles.</p> <p>1.5.2 Considered unique identity of cooperative in policy making.</p> <p>1.5.3 Protected image and identity of cooperatives.</p> <p>1.5.4 Participated and supported cooperative activities.</p> <p>1.5.5 Conducted and participated continuous education on unique cooperative in all government</p>
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	<p>instrumentalities.</p> <p>1.5.6 Applied cooperative identity.</p> <p>1.6 Fostered cooperative culture.</p> <p>1.6.1 Clarified and modeled cooperative culture.</p> <p>1.6.2 Communicated cooperative culture.</p> <p>1.6.3 Nurtured cooperative culture.</p> <p>1.6.4 Organized and participated activities.</p> <p>1.6.5 Adapted best practices.</p> <p>1.7 Developed robust communication plan.</p> <p>1.7.1 Recognized and assessed cooperative best practices.</p> <p>1.7.2 Determined communication needs.</p> <p>1.7.3 Formulated communication plan and protocols.</p> <p>1.7.4 Finalized communication plan.</p> <p>1.7.5 Proposed effective communication strategy.</p> <p>1.7.6 Communicated plan effectively.</p> <p>1.7.7 Recommended effective feedback mechanism.</p> <p>1.7.8 Adapted appropriate information and communication technology.</p>
2. Resource Implications	<p>The following resources MUST be provided:</p> <p>2.1 Actual and simulated workplace</p> <p>2.2 Materials, tools, and equipment needed to perform the required task</p> <p>2.3 References and manuals</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Demonstration/ observation with oral questioning</p> <p>3.2 Written exam</p> <p>3.3 Interview</p> <p>3.4 Third-Party</p> <p>3.5 Portfolio</p> <p>3.6 Direct observation</p> <p>3.7 Case study</p>
4. Context for Assessment	<p>4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions</p>

UNIT OF COMPETENCY : DEVELOP QUALITY PRODUCTS AND SERVICES

UNIT CODE : XXXXXXXX

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to create products and services, develop and implement marketing program, improve internal business processes, and adopt and adapt Total Quality Management Principles and Practices.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Create products and services	1.1 Needs of the members are analyzed according to standard cooperative protocols . 1.2 Recognize and analyze needs of members are deliberated and acted according to standard cooperative protocols . 1.3 Pilot test of developed new products and services is directed following standard cooperative protocols . 1.4 Gaps of the products and services are identified based on the needs of the members. 1.5 Recommended improvement and innovation of products and services are deliberated and decided based on standard cooperative	1.1 Feedback mechanism 1.2 Product development and designs 1.3 Product enterprise development 1.3.1 Needs assessment exercises 1.4 Analytical tools 1.4.1 SWOT Analysis 1.4.2 PEST 1.4.3 STEEP 1.4.4 STEEPLE 1.5 Balance score card 1.6 Standard cooperative protocols 1.6.1 Cooperative values, principles and practices 1.6.2 Cooperative articles and by-laws 1.7 Gathering feedback 1.8 Basic computer operation 1.8.1 Google forms	1.1 Interpersonal relation skills 1.1.1 Communication skills 1.1.2 Writing skills 1.1.3 Project proposal writing 1.1.4 Problem solving 1.1.5 Strong decision making 1.1.6 Conflict resolution 1.1.7 Consistent in the workflow 1.1.8 Negotiation skills 1.1.9 Motivational skills 1.1.10 Facilitation skills 1.2 Probing skills 1.3 Technical skills in identifying business opportunity or product 1.4 Using analytical tools 1.5 Project management skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p><i>protocols.</i></p> <p>1.6 Feedback mechanism is utilized following <i>standard cooperative protocols.</i></p> <p>1.7 Products and services are agreed and finalized based on according to <i>standard cooperative protocols.</i></p>	<p>1.9 Project management to multi-task</p> <p>1.10 Team building</p> <p>1.11 MC 2013-01</p> <p>1.12 Governance and management of cooperative</p> <p>1.13 Risk management</p> <p>1.14 Credit management</p> <p>1.15 Internal Control System</p> <p>1.16 Financial Management</p> <p>1.17 Policy development</p> <p>1.18 Strategic Planning and Management</p> <p>1.19 Audit Management</p> <p>1.20 Entrepreneurship and Business Management Skills</p> <p>1.21 Financial analysis</p> <p>1.22 Development of Project Proposal</p> <p>1.23 Inventory management</p> <p>1.24 HR management</p> <p>1.25 Operation management</p> <p>1.26 Production management</p> <p>1.27 Marketing management</p> <p>1.28 Records Management (Financial/Non-financial Transaction)</p> <p>1.29 Effective Communication Skills</p> <p>1.30 Basic computer</p>	<p>1.6 Team building skills</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
2. Develop marketing program	2.1 Market study is performed following standard cooperative protocols . 2.2 Marketing plan is prepared based on market study . 2.3 Communication and promotion strategies are developed according to marketing plan . 2.4 Marketing budget is ensured following standard cooperative protocols .	literacy 2.1 Feedback mechanism 2.2 Market study 2.3 Marketing plan 2.4 Marketing program 2.5 Social marketing 2.6 Social media 2.7 Communication and promotion strategies 2.8 Governance and management of cooperative 2.9 Risk management 2.10 Credit management 2.11 Internal Control System 2.12 Financial Management 2.13 Policy development 2.14 Strategic Planning and Management 2.15 Audit Management 2.16 Entrepreneurship and Business Management Skills 2.17 Financial analysis 2.18 Development of Project Proposal 2.19 Inventory management 2.20 HR management 2.21 Operation management 2.22 Production management 2.23 Marketing management 2.24 Records Management (Financial/Non-	2.1 Interpersonal relation skills 2.1.1 Communication skills 2.1.2 Writing skills 2.1.3 Project proposal writing 2.1.4 Problem solving 2.1.5 Strong decision making 2.1.6 Conflict resolution 2.1.7 Consistent in the workflow 2.1.8 Negotiation skills 2.1.9 Motivational skills 2.1.10 Facilitation skills 2.2 Probing skills 2.3 Technical skills in identifying business opportunity or product 2.4 Using analytical tools 2.5 Project management skills 2.6 Team building skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		financial Transaction) 2.25 Effective Communication Skills 2.26 Basic computer literacy	
3. Implement marketing program	3.1 Product kit set-up is supervised based on marketing program. 3.2 Marketing plan is carried out based on marketing program. 3.3 Communication and promotional strategies are implemented following marketing plan. 3.4 Monitoring activities are administered following marketing plan. 3.5 Results of monitoring are evaluated and analyzed following marketing plan. 3.6 Improvement on marketing program is recommended based on the results of monitoring.	3.1 Product kit set-up 3.2 Marketing plan 3.3 Communication and promotional strategies 3.4 Monitoring, evaluation, and analysis of marketing program 3.5 Social marketing 3.6 Customer care 3.7 RA 7394-Consumer Act of the Philippines 3.8 Governance and management of cooperative 3.9 Risk management 3.10 Credit management 3.11 Internal Control System 3.12 Financial Management 3.13 Policy development 3.14 Strategic Planning and Management 3.15 Audit Management 3.16 Entrepreneurship and Business Management Skills 3.17 Financial analysis 3.18 Development of Project Proposal 3.19 Inventory management	3.1 Interpersonal relation skills 3.1.1 Communication skills 3.1.2 Writing skills 3.1.3 Project proposal writing 3.1.4 Problem solving 3.1.5 Strong decision making 3.1.6 Consistent in the workflow 3.1.7 Negotiation skills 3.1.8 Motivational skills 3.1.9 Facilitation skills 3.2 Cross-team collaboration skills 3.3 Cross-selling skills 3.4 Advertising skills 3.5 Using analytical tools 3.6 After care/sales service

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		3.20 HR management 3.21 Operation management 3.22 Production management 3.23 Marketing management 3.24 Records Management (Financial/Non-financial Transaction) 3.25 Effective Communication Skills 3.26 Basic computer literacy	
4. Improve internal business processes	4.1 Customer feedback is analyzed based on standard cooperative protocols. 4.2 Effectiveness of business processes is assessed following standard cooperative protocols. 4.3 Best practices on business processes is recommended based on the assessment. 4.4 Recommended best practices on business processes is deliberated and acted on following standard cooperative protocols. 4.5 Recommended improvement is applied following standard cooperative protocols.	4.1 Feedback mechanism 4.2 Balance scorecard 4.3 Balance between business and social relevance 4.4 Introduce innovation 4.5 Standard cooperative protocols 4.6 Governance and management of cooperative 4.7 Risk management 4.8 Credit management 4.9 Internal Control System 4.10 Financial Management 4.11 Policy development 4.12 Strategic Planning and Management 4.13 Audit Management 4.14 Entrepreneurship and Business Management	4.1 Interpersonal relation skills 4.1.1 Communication skills 4.1.2 Writing skills 4.1.3 Project proposal writing 4.1.4 Problem solving 4.1.5 Strong decision making 4.1.6 Consistent in the workflow 4.1.7 Negotiation skills 4.1.8 Motivational skills 4.1.9 Facilitation skills 4.2 Cross-team collaboration skills 4.3 Cross-selling skills 4.4 Advertising skills 4.5 Using analytical tools 4.6 After care/sales

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		Skills 4.15 Financial analysis 4.16 Development of Project Proposal 4.17 Inventory management 4.18 HR management 4.19 Operation management 4.20 Production management 4.21 Marketing management 4.22 Records Management (Financial/Non-financial Transaction) 4.23 Effective Communication Skills 4.24 Basic computer literacy	service
5. Adopt and adapt Total Quality Management Principles and Practices	5.1 Quality standards for cooperative products and services is established based on standard cooperative protocols. 5.2 Progress on the implementation of quality standards for cooperative products and services is monitored based on standard cooperative protocols. 5.3 Innovative quality standards are reviewed and adopted based on standard cooperative protocols.	5.1 Total Quality Management Principles and Practices 5.2 Financial and non-financial performance standards 5.3 Standard cooperative protocols 5.4 Internal operating policy guidelines 5.5 Feedback mechanism 5.6 Fundamentals of cooperatives 5.7 Governance and management of cooperative 5.8 Risk management 5.9 Internal Control Sys Policy development 5.10 Strategic	5.1 Interpersonal relation skills 5.1.1 Communication skills 5.1.2 Writing skills 5.1.3 Problem solving 5.1.4 Strong decision making 5.1.5 Negotiation skills 5.1.6 Motivational skills 5.1.7 Facilitation skills 5.2 Using analytical tools 5.3 After care/sales service

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>5.4 Continuous improvement of the products and services through TQM is ensured based on <i>standard cooperative protocols.</i></p> <p>5.5 Tools for measuring performance is provided based on <i>standard cooperative protocols.</i></p> <p>5.6 Feedback mechanism is utilized following <i>standard cooperative protocols.</i></p>	<p>Planning and Management</p> <p>5.11 Leadership and Values Re-orientation</p> <p>5.12 Audit Management</p> <p>5.13 Entrepreneurship and Business Management Skills</p> <p>5.14 Financial analysis</p> <p>5.15 Inventory management</p> <p>5.16 HR management</p> <p>5.17 Operation management</p> <p>5.18 Production management</p> <p>5.19 Marketing management</p> <p>5.20 Records Management (Financial/Non-financial Transaction)</p> <p>5.21 Effective Communication Skills</p> <p>5.22 Basic computer literacy</p>	

RANGE OF VARIABLES

VARIABLE	RANGE
1. Standard cooperative protocols	Standard cooperative protocols may include: 1.1 Cooperative values, principles and practices 1.2 Cooperative articles and by-laws
2. Market study	Market study may include: 2.1 Market Survey 2.2 Market Segmentation 2.3 Market Analysis
3. Marketing plan	Marketing plan includes: 3.1 Product 3.2 Price 3.3 Promotion 3.4 Place

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1 Created products and services. <ul style="list-style-type: none"> 1.1.1 Analyzed needs of the members. 1.1.2 Deliberated and acted recognized and analyzed needs of members. 1.1.3 Directed pilot test of developed new products and services. 1.1.4 Identified gaps of the products and services. 1.1.5 Deliberated and decided recommended improvement and innovation of products and services. 1.1.6 Utilized feedback mechanism. 1.1.7 Agreed and finalized products and services. 1.2 Developed marketing program. <ul style="list-style-type: none"> 1.2.1 Performed market study. 1.2.2 Prepared marketing plan. 1.2.3 Developed communication and promotion strategies. 1.2.4 Ensured marketing budget. 1.3 Implemented marketing program. <ul style="list-style-type: none"> 1.3.1 Supervised product kit set-up. 1.3.2 Carried out marketing plan. 1.3.3 Implemented communication and promotional strategies. 1.3.4 Administered monitoring activities. 1.3.5 Evaluated and analyzed results of monitoring. 1.3.6 Recommended improvement on marketing program. 1.4 Improved internal business processes. <ul style="list-style-type: none"> 1.4.1 Analyzed customer feedback. 1.4.2 Assessed effectiveness of business processes. 1.4.3 Recommended best practices on business processes. 1.4.4 Deliberated and acted recommended best practices. 1.4.5 Applied recommended improvement. 1.5 Adopted and adapted Total Quality Management Principles and Practices. <ul style="list-style-type: none"> 1.5.1 Established quality standards for cooperative products and services. 1.5.2 Monitored progress on the implementation of quality standards for cooperative products and services. 1.5.3 Reviewed and adopted innovative quality standards.
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	<p>1.5.4 Ensured continuous improvement of the products and services through TQM.</p> <p>1.5.5 Provided tools for measuring performance.</p> <p>1.5.6 Utilized feedback mechanism.</p>
2. Resource Implications	<p>The following resources MUST be provided:</p> <p>2.1 Actual and simulated workplace</p> <p>2.2 Materials, tools, and equipment needed to perform the required task</p> <p>2.3 References and manuals</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Demonstration/ observation with oral questioning</p> <p>3.2 Written exam</p> <p>3.3 Interview</p> <p>3.4 Third-Party</p> <p>3.5 Portfolio</p> <p>3.6 Direct observation</p> <p>3.7 Case study</p>
4. Context for Assessment	<p>4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions</p>

UNIT OF COMPETENCY : DEVELOP HUMAN RESOURCES

UNIT CODE : XXXXXXX

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to develop HRM systems and processes, apply, administer and manage HRM systems and processes, develop and implement human resources capacitation plan and improve HRM systems and processes.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Develop HRM systems and processes	1.1 Organizational and functional structure is developed based on <i>standard cooperative protocols.</i> 1.2 Best practices on HRM systems and processes are benchmarked based on <i>standard cooperative protocols.</i> 1.3 <i>Recruitment system and process</i> is established following cooperative policies. 1.4 Qualification criteria is established based on <i>recruitment system and process.</i>	1.1 Organizational and functional structure 1.2 MC 2011-07 1.3 Labor Law (DOLE minimum wage)	1.1 Interpersonal relation skills 1.1.1 Communication skills 1.1.2 Writing skills 1.1.3 Problem solving 1.1.4 Strong decision making 1.1.5 Negotiation skills 1.1.6 Motivational skills 1.1.7 Facilitation skills 1.2 Using evaluation tools
2. Apply, administer, and manage HRM systems and processes	2.1 Organizing and staffing is performed based on organizational and functional structure. 2.2 Appointment documents are signed based on organizational and	2.1 Cooperative by-laws 2.1.1 Duties and responsibilities of officers 2.2 Rule 7 of IRR of RA 9520 2.3 Appointment documents	2.1 Interpersonal relation skills 2.1.1 Communication skills 2.1.2 Writing skills 2.1.3 Problem solving 2.1.4 Strong decision

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>functional structure.</p> <p>2.3 Recruitment system and process is applied during hiring.</p> <p>2.4 Evaluation tools are employed according to sector best practices.</p>	<p>2.3.1 Notice of appointment</p> <p>2.3.2 Art. 42 of RA 9520</p> <p>2.3.3 Code of Conduct</p> <p>2.4 Governance and management of cooperative</p> <p>2.5 Internal Control System</p> <p>2.6 Policy development</p> <p>2.7 Strategic Planning and Management</p> <p>2.8 Leadership and Values Re-orientation</p> <p>2.9 Conflict/ Grievance Management</p> <p>2.10 Audit Management</p> <p>2.11 HR management</p> <p>2.12 Operation management</p> <p>2.13 Tax, labor laws and other related cooperative laws</p> <p>2.14 Records Management (Financial/Non-financial Transaction)</p> <p>2.15 Cooperative Standards</p> <p>2.16 Effective Communication Skills</p> <p>2.17 Basic computer literacy</p>	<p>making</p> <p>2.1.5 Negotiation skills</p> <p>2.1.6 Motivational skills</p> <p>2.1.7 Facilitation skills</p> <p>2.2 Using evaluation tools</p> <p>2.3 Organizing skills</p>
3. Develop human resource capacitation plan	<p>3.1 Results of training needs analysis are deliberated and validated following human resource policy.</p> <p>3.2 Training and development plan</p>	<p>3.1 Policies, proposals, and options</p> <p>3.2 Human resource policy</p> <p>3.3 Training and development plan</p> <p>3.4 Basic</p>	<p>3.1 Interpersonal relation skills</p> <p>3.1.1 Communication skills</p> <p>3.1.2 Writing skills</p> <p>3.1.3 Problem solving</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>is formulated based on human resource policy.</p> <p>3.3 Policy on cooperative succession plan is created based on human resource policy.</p>	<p>appreciation of succession plan</p> <p>3.5 Basic human resource management and development</p> <p>3.6 Labor Laws and Social Legislations</p> <p>3.7 Familiarity with Training Cycle and Framework</p> <p>3.8 Cooperative by-laws</p> <p>3.9 Philippine Cooperative Plan</p> <p>3.10 International Cooperative Alliance (ICA) blueprint</p> <p>3.11 Governance and management of cooperative</p> <p>3.12 Internal Control System</p> <p>3.13 Policy development</p> <p>3.14 Strategic Planning and Management</p> <p>3.15 Leadership and Values Re-orientation</p> <p>3.16 Conflict/ Grievance Management</p> <p>3.17 Audit Management</p> <p>3.18 HR management</p> <p>3.19 Operation management</p> <p>3.20 Tax, labor laws and other related cooperative laws</p> <p>3.21 Records Management (Financial/Non-financial Transaction)</p>	<p>3.1.4 Strong decision making</p> <p>3.1.5 Negotiation skills</p> <p>3.1.6 Motivational skills</p> <p>3.1.7 Facilitation skills</p> <p>3.1.8 Interviewing skills</p> <p>3.2 Using evaluation tools</p> <p>3.3 Organizing skills</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		3.22 Cooperative Standards 3.23 Effective Communication Skills 3.24 Basic computer literacy	
4. Implement human resource capacitation plan	4.1 Potential candidates in key positions of the coop are deliberated and recommended according cooperative qualification criteria. 4.2 Training providers are tapped based on training development plan. 4.3 Engagement with industry partners is formalized following standard cooperative protocols. 4.4 Officers, staff, and members are mentored and coached based on training development plan. 4.5 Pool of trainers and assessors is ensured based on the plan.	4.1 Training development plan 4.2 Deliberation and recommendation of potential candidates 4.3 Key positions of cooperative 4.4 Cooperative qualification criteria 4.5 Engagement with training providers and industry partners 4.6 Mentoring and coaching 4.7 Governance and management of cooperative 4.8 Internal Control System 4.9 Policy development 4.10 Leadership and Values Re-orientation 4.11 Conflict/ Grievance Management 4.12 Entrepreneurship and Business Management Skills 4.13 Financial analysis 4.14 HR management 4.15 Operation management 4.16 Records Management (Financial/Non-	4.1 Interpersonal relation skills 4.1.1 Communication skills 4.1.2 Writing skills 4.1.3 Problem solving 4.1.4 Strong decision making 4.1.5 Negotiation skills 4.1.6 Motivational skills 4.1.7 Facilitation skills 4.2 Using evaluation tools 4.3 Organizing skills 4.4 Mentoring and coaching skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		financial Transaction) 4.17 Cooperative Standards 4.18 Effective Communication Skills 4.19 Basic computer literacy	
5. Improve HRM systems and processes	5.1 Effective HRM System is assessed, evaluated, and recommended based on <i>standard cooperative protocols.</i> 5.2 Best practices on HRM is benchmarked based on <i>standard cooperative protocols.</i> 5.3 Effective and efficient human resource compensation package is formulated in compliance with the existing labor laws and social legislation. 5.4 Performance evaluation tool and existing industry practices are ensured based on <i>standard cooperative protocols.</i> 5.5 Incentive packages and rewards system are ensured based on <i>standard cooperative protocols.</i>	5.1 Feedback mechanism 5.2 Governance and management of cooperative 5.3 Internal Control System 5.4 Policy development 5.5 Strategic Planning and Management 5.6 Leadership and Values Re-orientation 5.7 Conflict/ Grievance Management 5.8 Audit Management 5.9 HR management 5.10 Operation management 5.11 Tax, labor laws and other related cooperative laws 5.12 Records Management (Financial/Non-financial Transaction) 5.13 Cooperative Standards 5.14 Effective Communication Skills 5.15 Basic computer literacy	5.1 Interpersonal relation skills 5.1.1 Communication skills 5.1.2 Writing skills 5.1.3 Problem solving 5.1.4 Strong decision making 5.1.5 Negotiation skills 5.1.6 Motivational skills 5.1.7 Facilitation skills 5.2 Using evaluation tools 5.3 Organizing skills 5.4 Mentoring and coaching skills

RANGE OF VARIABLES

VARIABLE	RANGE
1. Standard cooperative protocols	Standard cooperative protocols may include: <ul style="list-style-type: none"> 1.1 Organizational structure and function 1.2 Roles and responsibilities 1.3 Job description
2. Recruitment system and process	Recruitment system and process may include: <ul style="list-style-type: none"> 2.1 Announcement of vacancy 2.2 Selection <ul style="list-style-type: none"> 2.2.1 Testing of applicants 2.2.2 Interview 2.3 Hiring 2.4 Placement 2.5 Orientation of newly hired and promoted personnel
3. Training and development plan	Training and development plan may include: <ul style="list-style-type: none"> 3.1 Career path 3.2 Succession plan 3.3 Retooling 3.4 Upskilling 3.5 Exchange program

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1 Developed HRM systems and processes. <ul style="list-style-type: none"> 1.1.1 Developed organizational and functional structure. 1.1.2 Benchmarked best practices on HRM systems and processes. 1.1.3 Established recruitment system and process. 1.1.4 Established qualification criteria. 1.2 Applied, administered, and managed HRM systems and processes. <ul style="list-style-type: none"> 1.2.1 Performed organizing and staffing. 1.2.2 Signed appointment documents. 1.2.3 Applied recruitment system and process 1.2.4 Employed evaluation tools. 1.3 Developed human resource capacitation plan. <ul style="list-style-type: none"> 1.3.1 Deliberated and validated results of training needs analysis. 1.3.2 Formulated training and development plan. 1.3.3 Created policy on cooperative succession plan. 1.4 Implemented human resource capacitation plan. <ul style="list-style-type: none"> 1.4.1 Deliberated and recommended potential candidates in key positions of the coop. 1.4.2 Tapped training providers. 1.4.3 Formalized engagement with industry partners. 1.4.4 Mentored and coached officers, staff, and members. 1.4.5 Ensured pool of trainers and assessors. 1.5 Improved HRM systems and processes. <ul style="list-style-type: none"> 1.5.1 Assessed, evaluated, and recommended an effective HRM System. 1.5.2 Benchmarked best practices on HRM. 1.5.3 Formulate effective and efficient human resource compensation package. 1.5.4 Ensured performance evaluation tool and existing industry practices. 1.5.5 Ensured incentive packages and rewards system.
<p>2. Resource Implications</p>	<p>The following resources MUST be provided:</p> <ul style="list-style-type: none"> 2.1 Actual and simulated workplace 2.2 Materials, tools, and equipment needed to perform the required task 2.3 References and manuals
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> 3.1 Demonstration/ observation with oral questioning 3.2 Written exam 3.3 Interview

	3.4 Third-Party 3.5 Portfolio 3.6 Direct observation 3.7 Case study
4. Context for Assessment	4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions

UNIT OF COMPETENCY : PRACTICE GOOD GOVERNANCE

UNIT CODE : XXXXXXX

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to comply with rules, regulations and standards, implement good governance and ethical practices, and direct strategic thrust.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Comply with rules, regulations and standards	1.1 Vision, Mission, Goals, Objectives are formulated according to <i>bases of VMGO.</i> 1.2 Development plan is formulated according to <i>bases of VMGO</i> and members' need survey. 1.3 Policies are formulated and enhanced based on the approved VMGO and development plan. 1.4 Roles and functions are delineated and delegated based on cooperative identity. 1.5 Nomination and selection of elected officers are ensured based on election guidelines and code of governance and ethical standards. 1.6 Plan and policies are monitored and evaluated through regular reporting by management and deliberated by the Board. 1.7 Minutes of meetings and	1.1 MC 2013-15 Performance Standards for Cooperative 1.2 Strategic planning 1.2.1 VMG formulation 1.3 Policy writing 1.4 Duties and responsibilities of officers 1.5 Election guidelines 1.6 Performance evaluation tool of cooperatives 1.7 Code of governance and ethical standards 1.8 Parliamentary procedures 1.8.1 Minutes writing and resolution 1.8.2 Records keeping 1.9 MC No. 2014-05 CAPR 1.10 MC No. 2018-01 Social Audit Report 1.11 MC No. 2017-05 Governance and Management Audit Report of Cooperatives 1.12 MC No 2019-06 1.13 Procedures in	1.1 Interpersonal relation skills 1.1.1 Communication skills 1.1.2 Writing skills 1.1.3 Problem solving 1.1.4 Strong decision making 1.1.5 Negotiation skills 1.1.6 Motivational skills 1.1.7 Facilitation skills 1.2 Using evaluation tools 1.3 Planning skills 1.4 Mentoring and coaching skills 1.5 Organizing skills 1.6 Minutes writing 1.7 Leading and control 1.8 Computing and analyzing financial ratios

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>resolutions are reviewed and validated prior to approval.</p> <p>1.8 Performance standards and other standards required by the regulatory authorities are deliberated following Rule 7 of the revised IRR.</p> <p>1.9 Independent external auditor qualifications are assessed and recommend approval to general membership following Rule 7 of the revised IRR.</p> <p>1.10 Submission of regulatory and other compliance reports to concerned agencies are ensured according to the Rule 7 of the revised IRR.</p>	<p>The Submission of Annual Tax Incentive Report Pursuant to The Joint Administrative Order No. 1, Series of 2019 (TIMTA)</p> <p>1.14 MC 2017-04 Tools in assessing progress on GE in primary coops</p> <p>1.15 MC 2015-06 Philippine Financial Reporting Framework of Cooperatives</p> <p>1.16 Rule 7 and 8 of the revised IRR of RA9520</p> <p>1.17 MC 2019-10 on CEA Accreditation</p> <p>1.18 MC 2016-06 on SCA for coops</p> <p>1.19 Article 80 and 81 of Republic Act 9520 - provision on the requirement for audited FS and cooperative external auditor</p> <p>1.20 Codified approving and signing authority (CASA)</p> <p>1.21 Data Privacy Act</p> <p>1.22 Governance and management of cooperative</p> <p>1.23 Risk management</p> <p>1.24 Internal Control System</p> <p>1.25 Financial</p>	

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		Management 1.26 Policy development 1.27 Strategic Planning and Management 1.28 Leadership and Values Re-orientation 1.29 Audit Management 1.30 Parliamentary procedures 1.31 Financial analysis 1.32 Development of Project Proposal 1.33 Inventory management 1.34 Operation management 1.35 Tax, labor laws and other related cooperative laws 1.36 Records Management (Financial/Non-financial Transaction) 1.37 Cooperative Standards 1.38 Effective Communication Skills 1.39 Basic computer literacy	
2. Implement good governance and ethical practices	2.1 <i>Application of individual internal and external good governance</i> is monitored and supervised according to <i>Cooperative Revised IRRs and Memorandum Circulars.</i> 2.2 Maintenance of confidentiality of	2.1 Feedback mechanism 2.2 MC No. 2014-05 CAPR 2.3 MC No. 2018-01 Social Audit Report 2.4 MC No. 2017-05 Governance and Management Audit Report of Cooperatives 2.5 MC No 2019-06	2.1 Interpersonal relation skills 2.1.1 Communication skills 2.1.2 Writing skills 2.1.3 Problem solving 2.1.4 Strong decision making 2.1.5 Negotiation skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>sensitive information and board decisions are ensured based on Data Privacy Act and IRR of RA 9520.</p> <p>2.3 Ethical standards are sustained following cooperative best practices.</p> <p>2.4 Feedback is reviewed for recommendation purposes.</p>	<p>2.6 MC 2017-04 Tools in assessing progress on GE in primary coops</p> <p>2.7 MC 2015-06 Philippine Financial Reporting Framework of Cooperatives</p> <p>2.8 Rule 7 and 8 of the revised IRR of RA9520</p> <p>2.9 MC 2019-10 on CEA Accreditation</p> <p>2.10 MC 2016-06 on SCA for coops</p> <p>2.11 Governance and management of cooperative</p> <p>2.12 Risk management</p> <p>2.13 Internal Control System</p> <p>2.14 Financial Management</p> <p>2.15 Policy development</p> <p>2.16 Strategic Planning and Management</p> <p>2.17 Leadership and Values Re-orientation</p> <p>2.18 Audit Management</p> <p>2.19 Parliamentary procedures</p> <p>2.20 Financial analysis</p> <p>2.21 Operation management</p> <p>2.22 HR management</p> <p>2.23 Tax, labor laws and other related cooperative laws</p> <p>2.24 Records</p>	<p>2.1.6 Motivational skills</p> <p>2.1.7 Facilitation skills</p> <p>2.2 Using evaluation tools</p> <p>2.3 Planning skills</p> <p>2.4 Mentoring and coaching skills</p> <p>2.5 Organizing skills</p> <p>2.6 Leading and control</p> <p>2.7 Computing and analyzing financial ratios</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		Management (Financial/Non-financial Transaction) 2.25 Cooperative Standards 2.26 Effective Communication Skills 2.27 Basic computer literacy	
3. Direct strategic thrust	3.1 Cooperative's accomplishments and resources are analyzed based on the vision, mission and goals. 3.2 Responsiveness and accessibility of products and services are ensured based on cooperative best practices. 3.3 Implementation of strategic options are monitored following cooperative best practices. 3.4 Actual performance is monitored and evaluated against key results area based on approved development plan. 3.5 Corrective measures are employed based on the actual performance evaluation. 3.6 Feedback mechanism is utilize based on cooperative best practices.	3.1 Feedback mechanism 3.2 Governance and management of cooperative 3.3 Risk management 3.4 Internal Control System 3.5 Financial Management 3.6 Policy development 3.7 Strategic Planning and Management 3.8 Leadership and Values Re-orientation 3.9 Conflict Management 3.10 Audit Management 3.11 Parliamentary procedures 3.12 Financial analysis 3.13 Operation management 3.14 HR management 3.15 Tax, labor laws and other related cooperative laws 3.16 Records Management (Financial/Non-financial Transaction) 3.17 Cooperative Standards	3.1 Interpersonal relation skills 3.1.1 Communication skills 3.1.2 Writing skills 3.1.3 Problem solving 3.1.4 Strong decision making 3.1.5 Negotiation skills 3.16 Motivational skills 3.1.7 Facilitation skills 3.2 Using evaluation tools 3.3 Planning skills 3.4 Mentoring and coaching skills 3.5 Computing and analyzing financial ratios

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		3.18 Effective Communication Skills 3.19 Basic computer literacy 3.20 Local Cooperative Development Plan 3.21 Philippine Development Plan 3.22 Philippine Cooperative Development Plan 3.23 Sustainable Development Goals 3.24 International Cooperative Alliance (ICA) Blueprint	

RANGE OF VARIABLES

VARIABLE	RANGE
1. Bases of VMGO	Bases of VMGO may include: <ol style="list-style-type: none"> 1.1 Local Cooperative Development Plan 1.2 Philippine Development Plan 1.3 Philippine Cooperative Development Plan 1.4 Sustainable Development Goals 1.5 International Cooperative Alliance (ICA) Blueprint
2. Performance standards	Performance standards may include: <ol style="list-style-type: none"> 2.1 Financial performance <ol style="list-style-type: none"> 2.1.1 Compliance with Administrative Rules Portfolio Quality, Efficiency, Stability, Operation, Structure of Assets (COOP PESOS) 2.1.2 Profitability, Institutional Strength, Stability, Operation (PISO) 2.1.3 Audited financial statement 2.1.4 TIMTA 2.1.5 CISA 2.1.6 Data Privacy Act 2.2 Management performance <ol style="list-style-type: none"> 2.2.1 Governance and management audit report 2.2.2 Mediation and conciliation report 2.2.3 Social audit report 2.2.4 Training report (list of officers) 2.2.5 CAPR 2.2.6 Assessment of Social Development Fund 2.2.7 Utilization of Community Development Fund
3. Regulatory authorities	Regulatory authorities may include: <ol style="list-style-type: none"> 3.1 CDA 3.2 NEA 3.3 ERC 3.4 BSP 3.5 OTC 3.6 MARINA 3.7 IC 3.8 DOLE 3.9 LGU-TRU 3.10 DOH 3.11 DepEd 3.12 CHED 3.13 TESDA 3.14 NHA 3.15 NWRB 3.16 CAA 3.17 DAR-ARB
4. Application of individual internal and external good governance	Application of individual internal and external good governance may include: <ol style="list-style-type: none"> 4.1 Orientation on organizational and operational

VARIABLE	RANGE
	<p>structure, roles, functions, and duties and responsibilities</p> <p>4.1.1 Authority</p> <p>4.1.2 Responsibility</p> <p>4.1.3 Accountability</p> <p>4.2 Financial literacy</p> <p>4.2.1 Interpret financial statements and standards</p> <p>4.2.2 Policies crafted and adopted</p> <p>4.3 Orientation on good governance (internal and external)</p> <p>4.3.1 Crafting of code of good governance and ethical standards</p> <p>4.3.2 Observe good governance and ethical standards</p> <p>4.3.3 Strategy to maintain the competitiveness and sustainability of the cooperative is created</p> <p>4.3.4 Succession plan for officers and management is created</p> <p>4.4 Business continuity plan</p> <p>4.4.1 Disaster management and recovery plan is approved</p>
5. Cooperative IRR and Memorandum Circulars	<p>Cooperative IRR and Memorandum Circulars may include:</p> <p>5.1 MC No. 2014-05 CAPR</p> <p>5.2 MC No. 2018-01 Social Audit Report</p> <p>5.3 MC No. 2017-05 Governance and Management Audit Report of Cooperatives</p> <p>5.4 MC No 2019-06</p> <p>5.5 MC 2017-04 Tools in assessing progress on GE in primary coops</p> <p>5.6 MC 2015-06 Philippine Financial Reporting Framework of Cooperatives</p> <p>5.7 Rule 7 and 8 of the revised IRR of RA9520</p> <p>5.8 MC 2019-10 on CEA Accreditation</p> <p>5.9 MC 2016-06 on SCA for coops</p>

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Complied with rules, regulations and standards.</p> <p>1.1.1 Formulated Vision, Mission, Goals, Objectives.</p> <p>1.1.2 Formulated development plan.</p> <p>1.1.3 Formulated and enhanced policies.</p> <p>1.1.4 Roles and functions are delineated and delegated.</p> <p>1.1.5 Ensured nomination and selection of elected officers.</p> <p>1.1.6 Monitored and evaluated plan and policies.</p> <p>1.1.7 Reviewed minutes of meetings and resolutions.</p> <p>1.1.8 Deliberated performance standards and other standards required by the regulatory authorities.</p> <p>1.1.9 Assessed and recommend independent external auditor qualifications.</p> <p>1.1.10 Ensured submission of regulatory and other compliance reports to concerned agencies.</p> <p>1.2 Implemented good governance and ethical practices.</p> <p>1.2.1 Monitored and supervised application of individual internal and external good governance.</p> <p>1.2.2 Ensured maintenance of confidentiality of sensitive information and board decisions.</p> <p>1.2.3 Sustained ethical standards.</p> <p>1.2.4 Reviewed feedback.</p> <p>1.3 Directed strategic thrust.</p> <p>1.3.1 Analyzed cooperative’s accomplishments and resources.</p> <p>1.3.2 Ensured responsiveness and accessibility of products and services.</p> <p>1.3.3 Monitored implementation of strategic options.</p> <p>1.3.4 Monitored and evaluated actual performance.</p> <p>1.3.5 Employed corrective measures.</p> <p>1.3.6 Utilize feedback mechanism.</p>
<p>2. Resource Implications</p>	<p>The following resources MUST be provided:</p> <p>2.1 Actual and simulated workplace</p> <p>2.2 Materials, tools, and equipment needed to perform the required task</p> <p>2.3 References and manuals</p>
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <p>3.1 Demonstration/ observation with oral questioning</p> <p>3.2 Written exam</p> <p>3.3 Interview</p> <p>3.4 Third-Party</p> <p>3.5 Portfolio</p> <p>3.6 Direct observation</p> <p>3.7 Case study</p>
<p>4. Context for</p>	<p>4.1 Competency may be assessed individually in the actual</p>

Assessment	workplace or simulation environment in TESDA accredited institutions
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UNIT OF COMPETENCY : ENSURE SAFE AND SOUND OPERATION

UNIT CODE : XXXXXXXX

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to establish an updated MIS, generate capital and deposits, establish accounting and internal control system, create business continuity plan, and manage assets and liabilities.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Establish an updated MIS	1.1 MIS contents are confirmed following agencies' requirements . 1.2 Setting-up of MIS in management structure is directed based on cooperative best practices. 1.3 Updating of MIS is monitored and oversight following based on cooperative best practices. 1.4 Policy on efficient MIS is recommended based on results of monitoring. 1.5 Deliberation and finalization of recommended policy on MIS is carried out following cooperative best practices.	1.1 Feedback mechanism 1.2 Agencies' requirements 1.3 MIS Policy 1.4 MIS contents 1.5 Type of MIS 1.5.1 Process control systems 1.5.2 Human resource management systems 1.5.3 Sales and marketing systems 1.5.4 -Inventory control systems 1.5.5 Office automation systems 1.5.6 Enterprise resource planning systems 1.5.7 Accounting and finance systems 1.5.8 Management reporting systems 1.6 Cooperative best practices 1.7 Risk management	1.1 Interpersonal relation skills 1.1.1 Communication skills 1.1.2 Writing skills 1.1.3 Problem solving 1.1.4 Strong decision making 1.1.5 Negotiation skills 1.1.6 Facilitation skills 1.2 Using evaluation tools 1.3 Planning skills 1.4 Mentoring and coaching skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		1.8 Credit management 1.9 Internal Control System 1.10 Financial Management 1.11 Policy development 1.12 Strategic Planning and Management 1.13 Leadership and Values Re-orientation 1.14 Audit Management 1.15 Entrepreneurship and Business Management Skills 1.16 Financial analysis 1.17 Development of Program 1.17.1 Membership and expansion 1.17.2 Capital Build-up 1.17.3 Savings mobilization 1.18 HR management 1.19 Operation management 1.20 Tax, labor laws and other related cooperative laws 1.21 Marketing management 1.22 Records Management (Financial/Non-financial Transaction) 1.23 Cooperative Standards 1.24 Effective Communication Skills	

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		1.25 Basic computer literacy 1.26 International/ Local Finance and Investment	
2. Generate capital and deposits	<p>2.1 Membership promotion and expansion are approved following the by-laws of the cooperative.</p> <p>2.2 Share capital build up program is approved following the by-laws of the cooperative.</p> <p>2.3 Savings mobilization program is recommended according to by-laws of the cooperative and cooperative best practices.</p> <p>2.4 Additional cooperative's products and services are proposed and deliberated according to the needs of the members and cooperative best practices.</p>	<p>2.1 Feedback mechanism</p> <p>2.2 Rule 10 of IRR of RA 9520</p> <p>2.3 Art. 72 to 79 of RA 9520</p> <p>2.4 Risk management</p> <p>2.5 Credit management</p> <p>2.6 Internal Control System</p> <p>2.7 Financial Management</p> <p>2.8 Policy development</p> <p>2.9 Strategic Planning and Management</p> <p>2.10 Leadership and Values Re-orientation</p> <p>2.11 Audit Management</p> <p>2.12 Entrepreneurship and Business Management Skills</p> <p>2.13 Financial analysis</p> <p>2.14 Development of Program</p> <p>2.14.1 Membership and expansion</p> <p>2.14.2 Capital Build-up</p> <p>2.14.3 Savings mobilization</p> <p>2.15 HR management</p> <p>2.16 Operation management</p> <p>2.17 Tax, labor laws and other related cooperative laws</p> <p>2.18 Marketing</p>	<p>2.1 Interpersonal relation skills</p> <p>2.1.1 Communication skills</p> <p>2.1.2 Writing skills</p> <p>2.1.3 Problem solving</p> <p>2.1.4 Strong decision making</p> <p>2.1.5 Negotiation skills</p> <p>2.1.6 Facilitation skills</p> <p>2.2 Using evaluation tools</p> <p>2.3 Planning skills</p> <p>2.4 Mentoring and coaching skills</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		management 2.19 Records Management (Financial/Non-financial Transaction) 2.20 Cooperative Standards 2.21 Effective Communication Skills 2.22 Basic computer literacy 2.23 International/ Local Finance and Investment	
3. Establish accounting and internal control system	3.1 Accounting and internal control system are proposed and deliberated based on memorandum circular of CDA. 3.2 Effectiveness of the policy and guidelines are monitored and oversight based on cooperative performance standards. 3.3 Accounting and internal control system is directed according to cooperative policy. 3.4 Adequacy of accounting and internal control system is assessed with reference to the generally accepted accounting principles.	3.1 Feedback mechanism 3.2 MC 2015-06 Philippine Financial Reporting Framework of Cooperatives 3.3 MC 2016-06 on SCA for coops 3.4 Basic Accounting and Internal Control System 3.5 MC 2013-15 Performance Standards for Cooperative 3.6 PICPA Standards 3.7 Cooperative policy 3.8 Accounting flowchart 3.9 Risk management 3.10 Credit management 3.11 Internal Control System 3.12 Financial Management 3.13 Policy development 3.14 Strategic Planning and	3.1 Interpersonal relation skills 3.1.1 Communication skills 3.1.2 Writing skills 3.1.3 Problem solving 3.1.4 Strong decision making 3.1.5 Negotiation skills 3.1.6 Motivational skills 3.1.7 Facilitation skills 3.2 Using evaluation tools 3.3 Planning skills 3.4 Mentoring and coaching skills 3.5 Organizing skills 3.6 Leading and control 3.7 Computing and analyzing financial ratios 3.8 Using excel application

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		Management 3.15 Leadership and Values Re-orientation 3.16 Audit Management 3.17 Entrepreneurship and Business Management Skills 3.18 Financial analysis 3.19 Development of Program 3.19.1 Membership and expansion 3.19.2 Capital Build-up 3.19.3 Savings mobilization 3.20 HR management 3.21 Operation management 3.22 Tax, labor laws and other related cooperative laws 3.23 Marketing management 3.24 Records Management (Financial/Non-financial Transaction) 3.25 Cooperative Standards 3.26 Effective Communication Skills 3.27 Basic computer literacy 3.28 International/ Local Finance and Investment	
4. Create business continuity plan	4.1 Required information and data for creation of business continuity plan are gathered	4.1 Feedback mechanism 4.2 Business continuity plan 4.3 Best Practices of	4.1 Interpersonal relation skills 4.1.1 Communication skills 4.1.2 Writing

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<p>and analyzed based on cooperative best practices.</p> <p>4.2 Proposed control measures on risks are identified, measured, managed and recommended based on cooperative best practices.</p> <p>4.3 Risks management system is established and incorporated to the plan following based cooperative best practices and health protocol.</p> <p>4.4 Business continuity plan is prepared following cooperative best practices.</p> <p>4.5 Effectiveness of risk management plan is monitored and evaluated following cooperative best practices and related cooperative and environmental laws.</p>	<p>Cooperative and Other Institutions</p> <p>4.4 Risk Management Principles</p> <p>4.5 RA 10121 An Act Strengthening The Philippine Disaster Risk Reduction And Management System, Providing For The National Disaster Risk Reduction And Management Framework And Institutionalizing The National Disaster Risk Reduction And Management Plan, Appropriating Funds Therefor And For Other Purposes</p> <p>4.6 Republic Act No. 9729 An Act Mainstreaming Climate Change Into Government Policy Formulations, Establishing The Framework Strategy And Program On Climate Change, Creating For This Purpose The Climate Change Commission, And For Other Purposes</p> <p>4.7 Commission on Climate Change</p> <p>4.8 Familiarity on Climate Change</p> <p>4.9 Environmental</p>	<p>skills</p> <p>4.1.3 Problem solving</p> <p>4.1.4 Strong decision making</p> <p>4.1.5 Negotiation skills</p> <p>4.1.6 Motivational skills</p> <p>4.1.7 Facilitation skills</p> <p>4.2 Using evaluation tools</p> <p>4.3 Planning skills</p> <p>4.4 Mentoring and coaching skills</p> <p>4.5 Organizing skills</p> <p>4.6 Leading and control</p> <p>4.7 Computing and analyzing financial ratios</p> <p>4.8 Using excel application</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		Law 4.10 Familiarization on the Integrity of Creation 4.11 Health Protocol	
5. Manage assets and liabilities	5.1 Sources and utilizations of funds are assessed according to cooperative by-laws, MC on Related Capitalization, and RA 9520 and its revised IRR. 5.2 Generation and utilization of resources are deliberated and agreed on based on cooperative best practices and by-laws. 5.3 Prudential and fiduciary function is applied following cooperative best practices and by-laws. 5.4 Placement of security protocol for assets and liabilities in the system is directed and ensured according to cooperative best practices and by-laws. 5.5 Documentation and recordkeeping is directed and monitored with reference to generally accepted accounting principles and practices.	5.1 Feedback mechanism 5.2 International Credit Union 5.3 Rule 10 of Revised IRR of RA 9520 5.4 MC on Related Capitalization 5.5 Financial Management 5.5.1 Fund management 5.5.2 Investment management 5.5.3 Assets and Liabilities management 5.6 Prudential and fiduciary function 5.7 Internal Control System 5.8 Generally accepted accounting principles and practices 5.9 Security and control measures 5.9.1 Cash bond 5.9.2 Surety bond 5.9.3 Fire Insurance 5.10 Use of appropriate security equipment 5.10.1 CCTV 5.10.2 Alarm 5.10.3 Fire extinguisher 5.10.4 Vault 5.11 Investment certification and	5.1 Interpersonal relation skills 5.1.1 Communication skills 5.1.2 Writing skills 5.1.3 Problem solving 5.1.4 Strong decision making 5.1.5 Negotiation skills 5.1.6 Motivational skills 5.1.7 Facilitation skills 5.2 Using evaluation tools 5.3 Planning skills 5.4 Mentoring and coaching skills 5.5 Organizing skills 5.6 Leading and control 5.7 Computing and analyzing financial ratios 5.8 Using excel application 5.9 Investigative and intelligence skills

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		ownership 5.12 Digitization 5.13 Risk management 5.14 Credit management 5.15 Internal Control System 5.16 Financial Management 5.17 Policy development 5.18 Strategic Planning and Management 5.19 Leadership and Values Re-orientation 5.20 Audit Management 5.21 Entrepreneurship and Business Management Skills 5.22 Financial analysis 5.23 Development of Program 5.23.1 Membership and expansion 5.23.2 Capital Build-up 5.23.3 Savings mobilization 5.24 HR management 5.25 Operation management 5.26 Tax, labor laws and other related cooperative laws 5.27 Marketing management 5.28 Records Management (Financial/Non-financial Transaction) 5.29 Cooperative	

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		Standards 5.30 Effective Communication Skills 5.31 Basic computer literacy 5.32 International/ Local Finance and Investment	

RANGE OF VARIABLES

VARIABLE	RANGE
1. MIS contents	MIS contents may include: <ul style="list-style-type: none"> 1.1 Strategic 1.2 Management 1.3 Operational level with the following functional areas like, sales/credit, finance/accounting and human resources
2. Agencies' requirements	Agencies' requirements may include: <ul style="list-style-type: none"> 2.1 TIMTA 2.2 CISA Law <ul style="list-style-type: none"> 1.2.1 Credit Information Act 2.3 Members registry 2.4 Data Privacy Act
3. MIS	MIS may include: <ul style="list-style-type: none"> 3.1 Human resource management systems 3.2 Sales and marketing systems 3.3 Inventory control systems 3.4 Accounting and finance systems 3.5 Management reporting systems
4. Expansion	Expansion may include: <ul style="list-style-type: none"> 4.1 Social services 4.2 Economic enterprise 4.3 Membership
5. Savings	Savings may include: <ul style="list-style-type: none"> 5.1 Savings 5.2 Time deposit 5.3 Associate member <ul style="list-style-type: none"> 5.3.1 Junior saver deposit 5.3.1 Kiddie saver deposit 5.4 Laboratory cooperatives' deposit 5.5 Other deposits

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Established an updated MIS.</p> <p>1.1.1 Confirmed MIS contents.</p> <p>1.1.2 Directed setting-up of MIS in management structure.</p> <p>1.1.3 Monitored and oversaw updating of MIS.</p> <p>1.1.4 Recommended policy on efficient MIS.</p> <p>1.1.5 Carried out deliberation and finalization of recommended policy on MIS.</p> <p>1.2 Generated capital and deposits.</p> <p>1.2.1 Approved membership promotion and expansion.</p> <p>1.2.2 Approved share capital build up program.</p> <p>1.2.3 Recommended savings mobilization program.</p> <p>1.2.4 Proposed and deliberated additional cooperative's products and services.</p> <p>1.3 Established accounting and internal control system.</p> <p>1.3.1 Proposed and deliberated accounting and internal control system.</p> <p>1.3.2 Monitored and oversaw effectiveness of the policy and guidelines.</p> <p>1.3.3 Directed accounting and internal control system.</p> <p>1.3.4 Assessed adequacy of accounting and internal control system.</p> <p>1.4 Created business continuity plan.</p> <p>1.4.1 Gathered and analyzed required information and data for creation of business continuity plan.</p> <p>1.4.2 Identified, measured, managed and recommended proposed control measures on risks.</p> <p>1.4.3 Established and incorporated risks management system.</p> <p>1.4.4 Prepared business continuity plan.</p> <p>1.4.5 Monitored and evaluated effectiveness of risk management plan.</p> <p>1.5 Managed assets and liabilities.</p> <p>1.5.1 Assessed sources and utilizations of funds.</p> <p>1.5.2 Deliberated and agreed generation and utilization of resources.</p> <p>1.5.3 Applied prudential and fiduciary function.</p> <p>1.5.4 Directed and ensured placement of security protocol for assets and liabilities in the system.</p> <p>1.5.5 Directed and monitored documentation and recordkeeping.</p>
<p>2. Resource Implications</p>	<p>The following resources MUST be provided:</p> <p>2.1 Actual and simulated workplace</p>

	<p>2.2 Materials, tools, and equipment needed to perform the required task</p> <p>2.3 References and manuals</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Demonstration/ observation with oral questioning</p> <p>3.2 Written exam</p> <p>3.3 Interview</p> <p>3.4 Third-Party</p> <p>3.5 Portfolio</p> <p>3.6 Direct observation</p> <p>3.7 Case study</p>
4. Context for Assessment	<p>4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions</p>

UNIT OF COMPETENCY : CONTRIBUTE TO SOCIAL, ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY

UNIT CODE : XXXXXXXX

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to advocate Gender and Development (GAD) Program, institutionalize Youth Development Program (YDP), advocate environmental program, and contribute to national cooperative plans and goals.

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Advocate Gender and Development (GAD) Program	1.1 GAD development program is developed with internal stakeholders following cooperative standard protocol. 1.2 GAD development program is deliberated and integrated to the cooperative system based on cooperative by-laws. 1.3 Implementation of GAD development program is led with internal stakeholders following GAD implementing guidelines. 1.4 Partnership with GAD point focal system is formalized following cooperative standard protocol. 1.5 Implementation of GAD development program is oversaw according to development plan.	1.1 Feedback mechanism 1.2 Gender Sensitivity 1.3 Leadership and Values Re-orientation 1.4 Policy development 1.5 Strategic Planning and Management 1.6 Audit Management 1.7 GAD Plan and Budget 1.8 Mainstreaming GAD in Cooperatives (MC 2013-22) 1.9 Tool for Assessing Progress of Gender Equality in Primary Cooperatives (MC 2017-04) 1.10 Social Audit Report (MC 2018-01) 1.11 Sustainable Development Goals (SDG 2030) 1.12 Public speaking 1.13 Basic computer literacy 1.4 Information and	1.1 Interpersonal relation skills 1.1.1 Communication skills 1.1.2 Public speaking 1.1.3 Writing skills 1.1.4 Problem solving 1.1.5 Strong decision making 1.1.6 Negotiation skills 1.1.7 Motivational skills 1.1.8 Facilitation skills 1.2 Presentation skills 1.3 Using evaluation tools 1.4 Planning skills 1.5 Mentoring and coaching skills 1.6 Organizing skills 1.7 Leading and control 1.8 Using excel application 1.9 Using information and communication technology

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		communication technology 1.4.1 Online platform 1.4.2 Google sheet application	
2. Institutionalize Youth Development Program (YDP)	2.1 Youth Development Program is developed with internal stakeholders following cooperative standard protocol. 2.2 Youth Development Program is deliberated and integrated to the cooperative system based on cooperative by-laws. 2.3 Implementation of Youth Development Program is led with internal stakeholders following YDP implementing guidelines. 2.4 Partnership with Sangguniang Kabataan (SK) at Youth Commission are formalized following cooperative standard protocol. 2.5 Implementation of Youth Development Program is oversaw according to development plan.	2.1 Feedback mechanism 2.2 Youth saving program 2.2.1 Aflatoun programs 2.3 Youth entrepreneurship program 2.4 Rule 6 of IRR of RA 9520 Guidelines for Laboratory Cooperative 2.5 Policy development 2.6 Strategic Planning and Management 2.7 Audit Management 2.8 Youth Leadership and Virtues Development 2.9 Sustainable Development Goals (SDG 2030) 2.10 The Youth in Nation-Building Act (Republic Act 8044) 2.11 Social Audit Report (MC 2018-01) 2.12 Public speaking 2.13 Basic computer literacy 2.14 Information and communication technology 2.14.1 Online platform	2.1 Interpersonal relation skills 2.1.1 Communication skills 2.1.2 Writing skills 2.1.3 Problem solving 2.1.4 Strong decision making 2.1.5 Negotiation skills 2.1.6 Motivational skills 2.1.7 Facilitation skills 2.2 Managing youth camps 2.3 Presentation skills 2.4 Mentoring and coaching skills 2.5 Using information and communication technology 2.6 Using evaluation tools 2.7 Planning skills 2.8 Mentoring and coaching skills 2.9 Organizing skills 2.10 Leading and control 2.11 Using excel application

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		2.14.2 Google sheet application 2.15 Sports development program 2.16 Culture and art program	
3. Advocate environmental program	3.1 Environmental program is developed with internal stakeholders following cooperative standard protocol. 3.2 Environmental program is deliberated and integrated to the cooperative system based on cooperative by-laws. 3.3 Implementation of environmental program is led with internal stakeholders following environmental program implementing guidelines. 3.5 Partnership with DRRM and DENR focal point system is formalized following cooperative standard protocol. 3.6 Implementation of environmental program is oversight according to development plan.	3.1 Feedback mechanism 3.2 Social Audit Report in Cooperatives and other related issuances 3.3 Policy development 3.4 Strategic Planning and Management 3.5 Audit Management 3.6 Social Audit Report (MC 2018-01) 3.7 Sustainable Development Goals (SDG 2030) 3.8 Environmental Laws: 3.8.1 Republic Act 9003 Ecological Solid Waste Management Act Of 2000 3.8.2 Republic Act 9275 Philippine Clean Water Act Of 2004 3.8.3 Republic Act 8749 Philippine Clean Air Act Of 1999 3.8.4 Republic Act 6969 Toxic	3.1 Interpersonal relation skills 3.1.1 Communication skills 3.1.2 Writing skills 3.1.3 Problem solving 3.1.4 Strong decision making 3.1.5 Negotiation skills 3.1.6 Motivational skills 3.1.7 Facilitation skills 3.2 Using evaluation tools 3.3 Planning skills 3.4 Mentoring and coaching skills 3.5 Organizing skills 3.6 Leading and control 3.7 Using excel application 3.8 Implementing 3Rs: Reuse, Reduce, Recycle

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		<p>Substances, Hazardous And Nuclear Waste Control Act Of 1990</p> <p>3.8.5 Presidential Decree 1586 Environmental Impact Statement (EIS) Statement Of 1978</p> <p>3.8.6 Republic Act No. 9729 An Act Mainstreaming Climate Change Into Government Policy Formulations, Establishing The Framework Strategy And Program On Climate Change</p> <p>3.9 Introduction to Forestry Management</p> <p>3.10 Introduction to Coastal Resource Management</p> <p>3.11 National Government Programs on environment: 3.11.1 National Greening Program</p> <p>3.12 Kyoto Protocol</p> <p>3.13 Paris Protocol</p> <p>3.14 UN Declaration on Environment</p> <p>3.15 Social and economic cost of</p>	

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
4. Contribute to national cooperative plans and goals	<p>4.1 Cooperative is represented in <i>planning bodies</i> based on existing guidelines and laws.</p> <p>4.2 <i>Issues</i> important to the cooperative are presented during meetings according to cooperative standard protocol.</p> <p>4.3 <i>Issues</i> important to the cooperative are deliberated and finalized during meetings according to cooperative standard protocol</p> <p>4.4 Action points are deliberated in support to the <i>cooperative goals and plans.</i></p> <p>4.5 Implementation of action plans supportive to cooperative goals and plans is led following industry protocol.</p>	<p>garbage</p> <p>4.1 Feedback mechanism</p> <p>4.2 Different planning bodies</p> <p>4.3 RA 8425-Social Reform and Poverty Alleviation Act (NAPC)</p> <p>4.4 Legislative processes</p> <p>4.5 RA 7160-Local Government Code</p> <p>4.5.1 Accreditation requirements and guidelines</p> <p>4.6 Social, economic, and environmental issues</p> <p>4.7 Implementation of cooperative action plans</p> <p>4.8 Government structures and agencies</p> <p>4.8.1 Priority programs and budget</p> <p>4.9 Cooperative goals and plans</p> <p>4.10 Guidelines and strategies on lobbying and advocacy</p> <p>4.11 Understanding the legalities and management of contracts</p> <p>4.11.1 Scope</p> <p>4.11.2 Timelines</p> <p>4.11.3 Cost</p> <p>4.12 Fundamentals of cooperatives</p> <p>4.13 Policy</p>	<p>4.1 Interpersonal relation skills</p> <p>4.1.1 Communication skills</p> <p>4.1.2 Public speaking</p> <p>4.1.3 Writing skills</p> <p>4.1.4 Project proposal writing</p> <p>4.2 Presentation skills</p> <p>4.3 Using excel application</p> <p>4.4 Using information and communication technology</p> <p>4.5 Basic computer operation</p> <p>4.6 Utilizing feedback mechanism</p> <p>4.7 Forging Memorandum of Agreement</p> <p>4.8 Ensuring agencies and NGOs directories</p> <p>4.9 Pursuing and securing accreditation and representation with agencies</p> <p>4.10 Participating and supporting lobbying and advocacy</p>

ELEMENT	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
		development 4.14 Strategic Planning and Management 4.15 Leadership and Values Re-orientation 4.16 Entrepreneurship and Business Management Skills 4.17 Parliamentary procedures 4.18 Tax, labor laws and other laws affecting cooperatives 4.19 Other pending legislation affecting cooperatives 4.20 Basic computer literacy 4.21 Propaganda and Campaign strategies 4.22 Development of Project Proposal 4.23 Philippine Cooperative Development Plan (PCDP) 2018-2022 4.24 Sustainable Development Goal (SDG) 2030 4.25 International Cooperative Alliance (ICA) Blueprint (2030)	

RANGE OF VARIABLES

VARIABLE	RANGE
1. Program	Program may include: 1.1 Policies on the program 1.2 Implementing guidelines for the program 1.3 Budget allocation for the program
2. Planning bodies	Planning bodies may include: 2.1 Local 2.2 Regional 2.3 National
3. Issues	Issues may include: 3.1 Economic 3.2 Social 3.3 Political
4. Cooperative goals and plans	Cooperative goals and plans may include: 4.1 Cooperative Development Plan 4.2 PCDP 4.3 SDG (2030) 4.4 ICA Blueprint (2030)

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Advocated Gender and Development (GAD) program.</p> <p>1.1.1 Developed GAD development program.</p> <p>1.1.2 Deliberated and integrated GAD development program.</p> <p>1.1.3 Led implementation of GAD development program.</p> <p>1.1.4 Formalized partnership with GAD point focal system.</p> <p>1.1.5 Oversaw implementation of GAD development program.</p> <p>1.2 Institutionalized Youth Development Program (YDP).</p> <p>1.2.1 Deliberated and integrated Youth Development Program.</p> <p>1.2.2 Led implementation of Youth Development Program.</p> <p>1.2.3 Formalized partnership with Sangguniang Kabataan (SK) at Youth Commission.</p> <p>1.2.4 Oversaw implementation of Youth Development Program.</p> <p>1.3 Advocated environmental program.</p> <p>1.3.1 Developed environmental program with internal stakeholders.</p> <p>1.3.2 Deliberated and integrated environmental program.</p> <p>1.3.3 Led implementation of environmental program with internal stakeholders.</p> <p>1.3.4 Formalized partnership with DRRM and DENR focal point system.</p> <p>1.3.5 Oversaw implementation of environmental program.</p> <p>1.4 Contributed to national cooperative plans and goals.</p> <p>1.4.1 Represented cooperative in planning bodies.</p> <p>1.4.2 Presented issues important to the cooperative during meetings.</p> <p>1.4.3 Deliberated and finalized issues important to the cooperative during meetings.</p> <p>1.4.4 Deliberated action points.</p> <p>1.4.5 Led implementation of action plans supportive to cooperative goals and plans.</p>
<p>2. Resource Implications</p>	<p>The following resources MUST be provided:</p> <p>2.1 Actual and simulated workplace</p> <p>2.2 Materials, tools, and equipment needed to perform the required task</p> <p>2.3 References and manuals</p>
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <p>3.1 Demonstration/ observation with oral questioning</p> <p>3.2 Written exam</p>

	3.3 Interview 3.4 Third-Party 3.5 Portfolio 3.6 Direct observation 3.7 Case study
4. Context for Assessment	4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions

SECTION 3 TRAINING ARRANGEMENTS

3.1 TRAINEE ENTRY REQUIREMENTS

Trainees or students wishing to enroll in this course should possess the following requirements.

- For Micro to Small Cooperative
 - Must have basic communication skills
 - Must have basic arithmetic skills

- For Medium to Macro Cooperative
 - Must have basic communication skills
 - Must have basic arithmetic skills
 - Certificate of Completion for completing 10 years of basic education or Alternative Learning System (ALS) with grade 10 equivalent holder.

The difference between the micro to small cooperatives and the medium to large cooperatives are due to levels of complexity and scope of the operations. Micro to small cooperatives having assets of 15 million below are engage in cooperative activities and functions in lower level of complexities and smaller scope. On the other hand, medium to large cooperatives having assets of more than 15 million are handling activities contrary to previously mentioned.

This list does not include specific institutional requirements such as educational attainment, appropriate work experience, and others that may be required of the trainees by the school or training center delivering the TVET program.

3.2 TRAINER'S QUALIFICATIONS FOR SOCIAL, COMMUNITY DEVELOPMENT AND OTHER SERVICES SECTOR

Trainers who will deliver the training on **COOPERATIVE DEVELOPMENT AND MANAGEMENT LEVEL IV** should have the following:

- Must have Trainer's Methodology Certificate (TMC) OR training of trainers certificate OR must be a practicing trainers for 2 years within the last 5 years and;
- Must have at least 2 years cooperative development and management experience within the last five (5) years.

GLOSSARY OF TERMS

- | | |
|---------------------------------------|---|
| 1) Exchange program | Refers to Lakbay-aral |
| 2) External to the cooperative | Refers to non-cooperative institutions. |
| 3) Internal business processes | Refers to the effectiveness of delivery of the product/service, and/or capacitating the workers. |
| 4) Movement protocol | Refers to cooperatives and stakeholders (agencies, NGOs, local and international) |
| 5) Thematic areas | Refers to the result of the members' needs survey, advocacies, agenda of the cooperatives consistent to the Vision of the cooperative sector. |
| 6) Training development plan | Refers to the assessment or appraisal conducted. |

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