Government Gazette

AIDS HELPLINE: 0800-123-22 Prevention is the cure

GENERAL NOTICES

NOTICE 1717 OF 2002

SOUTH AFRICAN QUALIFICATIONS AUTHORITY (SAQA)

In accordance with regulation 24(c) of the National Standards Bodies Regulations of 28 March 1998, the Standards Generating Body (SGB) for

Generic Management

Registered by NSB 03, Business, Commerce and Management Studies, publishes the following unit standards for public comment.

This notice contains the titles, fields, sub-fields, NQF levels, credits, and purpose of the unit standards upon which qualifications are based. The unit standards can be accessed via the SAQA web-site at **www.saqa.org.za**. Copies may also be obtained from the Directorate of Standards Setting and Development at the SAQA offices, 659 Pienaar street, Brooklyn, Pretoria.

Comment on the unit standards should reach SAQA at the address *below and no later than 13 October 2002.* All correspondence should be marked **Standards Setting – SGB for Financial Services** and addressed to

> The Director: Standards Setting and Development
> SAQA
> *Attention: Mr. D Mphuthing*
> Postnet Suite 248
> Private Bag X06
> Waterkloof
> 0145
> or faxed to 012 – 482 0907

Pp SAMUEL B.A. ISAACS
EXECUTIVE OFFICER

UNIT STANDARDS AT NQF LEVEL 3

1.	TITLE:	**Contribute to staff member selection**

LEVEL: 3

CREDITS: 2

Specific Outcome 1: Prepare for the selection process

Specific Outcome 2: Participate in the process

Specific Outcome 3: Make a recommendation

2.	TITLE:	**Develop and manage a personal strategic life plan**

LEVEL: 3

CREDITS: 5

Specific Outcome 1: Develop statements of personal vision, goals and objectives

Range: The statements can be formal or informal.

Specific Outcome 2: Develop an action plan

Specific Outcome 3: Implement and amend the action plan

3.	TITLE:	**Manage use of own time**

LEVEL: 3

CREDITS: 5

Specific Outcome 1: Plan own use of daily time

Specific Outcome 2: Manage use of own time

Specific Outcome 3: Make improvements to time planning

4.   TITLE: Participate in meetings

LEVEL:	3
CREDITS:	5
Specific Outcome 1:	Prepare for the meeting
Specific Outcome 2:	Contribute to meeting discussion
Specific Outcome 3:	Execute post-meeting activities

5.   TITLE: Plan own activities

LEVEL:	3
CREDITS:	5
Specific Outcome 1:	Analyse and prioritise tasks
Specific Outcome 2:	Develop an action plan
Specific Outcome 3:	Implement the plan
Specific Outcome 4:	Report progress

6.   TITLE: Receive feedback

LEVEL:	3
CREDITS:	1
Specific Outcome 1:	Prepare oneself for the feedback
Specific Outcome 2:	Receive the feedback
Specific Outcome 2:	Respond to the feedback

7.   TITLE: Contribute to staff member selection

LEVEL:	3
CREDITS:	2
Specific Outcome 1:	Prepare for the selection process
Specific Outcome 2:	Participate in process
Specific Outcome 3:	Make a recommendation

8.	TITLE:	**Gather and report information**

	LEVEL:	3
	CREDITS:	2
	Specific Outcome 1:	Gather information
	Specific Outcome 2:	Record information

Range: Formal systematic recording, informal recording of incidental information.

	Specific Outcome 3:	Report on information gathered

Range: Informal verbal report, formal written report.

9	TITLE:	**Give instructions**

	LEVEL:	3
	CREDITS:	2
	Specific Outcome 1:	Prepare for giving the instruction
	Specific Outcome 2:	Give the instruction
	Specific Outcome 3:	Follow up on implementation of instruction
	Specific Outcome 4:	Give feedback

10.	TITLE:	**Provide input assertively**

	LEVEL:	3
	CREDITS:	5
	Specific Outcome 1:	Prepare to discuss a matter assertively
	Specific Outcome 2:	Communicate the message
	Specific Outcome 3:	Review own assertiveness

11. TITLE: **Lead a group to complete routine tasks**

       LEVEL: 3

       CREDITS: 10

       Specific Outcome 1:   Contract with group members

       Specific Outcome 2:   Contribute to the achievement of group objectives

       Specific Outcome 3:   Contribute to the motivation of group members

12. TITLE: **Manage interpersonal conflict**

       LEVEL: 3

       CREDITS: 5

       Specific Outcome 1:   Identify and evaluate the conflict situation

       Specific Outcome 2:   Develop and implement an action strategy

                                        Range: Action strategy includes but is not limited to apologising, active listening, paraphrasing, and neutral questioning and win-win negotiations.

       Specific Outcome 3:   Evaluate the resolution

UNIT STANDARDS AT NQF LEVEL 4

1.   **TITLE: Develop and implement departmental or divisional policies and procedures**

LEVEL:	4
CREDITS:	10
Specific Outcome 1:	Analyse and research current policies and procedures
Specific Outcome 2:	Develop new policies and procedures
Specific Outcome 3:	Develop implementation plan
Specific Outcome 4:	Promote and roll out new policies and procedures

2.   **TITLE: Manage information at a functional level**

LEVEL:	4
CREDITS:	5
Specific Outcome 1:	Establish information-gathering team
Specific Outcome 2:	Identify information required
Specific Outcome 3:	Evaluate solutions and make decision

3.   **TITLE: Prioritise use of time**

LEVEL:	4
CREDITS:	6
Specific Outcome 1:	Examine one's needs for prioritising
Specific Outcome 2:	Plan use of daily, weekly and monthly time
Specific Outcome 3:	Organise oneself in relation to others
Specific Outcome 4:	Review accomplishments and re-plan accordingly

8.   TITLE: Delegate activities to individuals or team members

LEVEL:	4
CREDITS:	5
Specific Outcome 1:	Identify suitable activities and individuals
Specific Outcome 2:	Delegate the activities
Specific Outcome 3:	Monitor progress
Specific Outcome 4:	Give feedback

5.   TITLE: **Develop action plans with teams or individuals**

LEVEL:	4
CREDITS:	5
Specific Outcome 1:	Gather and analyse information
Specific Outcome 2:	Identify objectives and goals
Specific Outcome 3:	Create an action plan
Specific Outcome 4:	Monitor the implementation of the plan

6.   TITLE: **Manage information at a group or team level**

LEVEL:	4
CREDITS:	5
Specific Outcome 1:	Establish terms of reference for the gathering of information
Specific Outcome 2:	Identify information required
Specific Outcome 3:	Develop an information flow system

7.   TITLE: **Network with local subject matter experts**

LEVEL:	4
CREDITS:	5
Specific Outcome 1:	Identify subject matter experts
Specific Outcome 2:	Create database of subject matter experts

Range:Database may be a formal computer database or an informal diarised database or personal telephone directory.

Specific Outcome 3:   Plan and prepare for networking opportunities

Range: Networking opportunities may include face-to-face contact, telephonic conversations, attending events as a participant, a guest or delegate, social and non-social events, conferences and presentations, written correspondence, e-mail and video conferencing.

Specific Outcome 4:   Participate in networking opportunities

Range:Participation in a networking opportunity refers to any event attended as a delegate or a guest.

8.   TITLE: **Resolve customer problems**

LEVEL:	4
CREDITS:	5
Specific Outcome 1:	Gather information about the problem
Specific Outcome 2:	Resolve the problem

9.   TITLE: **Contribute to the development of team members**

LEVEL:	4
CREDITS:	5
Specific Outcome 1:	Evaluate performance of team members
Specific Outcome 2:	Identify training requirements
Specific Outcome 3:	Create and maintain an environment conducive to the development of team members

10.   TITLE: Manage individual's performance

LEVEL:	4
CREDITS:	10
Specific Outcome 1:	Identify performance objectives and goals
Specific Outcome 2	Obtain commitment
Specific Outcome 3:	Monitor performance
Specific Outcome 4:	Plan and conduct the performance management interview
Specific Outcome 5:	Take remedial action

11.   TITLE: Manage own division's or department's finances

LEVEL:	4
CREDITS:	10
Specific Outcome 1:	Allocate available budget
Specific Outcome 2:	Monitor expenditure
Specific Outcome 3:	Give feedback to key role players

12.   TITLE: Manage own membership of a team

LEVEL:	4
CREDITS:	5
Specific Outcome 1:	Demonstrate an understanding of the purpose of the team
	Range: The team can include but is not limited to work teams, social teams, sport teams or project teams.
Specific Outcome 2:	Integrate into the team
	Range: Integration refers to developing commitment to the team and its goals and objectives, its values and principles, its activities and outcomes.

Specific Outcome 3:   Participate in team activities

Range: Team activities include but are not limited to job related activities and social or sporting events.

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13.   **TITLE: Organise individual's or team members' work activities and resources**

LEVEL: 4

CREDITS: 5

Specific Outcome 1:   Identify and analyse information

Specific Outcome 2:   Organise activities and resources

Specific Outcome 3:   Monitor activities and utilisation of resources

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14.   **TITLE: Prioritise team members' use of time**

LEVEL: 4

CREDITS: 5

Specific Outcome 1:   Prioritise use of time

Specific Outcome 2:   Manage the team's use of time

Specific Outcome 3:   Review accomplishments and re-plan accordingly

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15.   **TITLE: Present ideas and information in a predictable situation**

LEVEL: 4

CREDITS: 5

Specific Outcome 1:   Prepare the presentation

Specific Outcome 2:   Deliver the presentation

Specific Outcome 3:   Review the presentation

16.   TITLE: Provide feedback

      LEVEL: 4

      CREDITS: 5

      Specific Outcome 1:   Plan and prepare to give feedback

      Specific Outcome 2:   Provide feedback

17.   TITLE: Solve basic problems

      LEVEL: 4

      CREDITS: 10

      Specific Outcome 1:   Define and analyse the problem

      Specific Outcome 2:   Identify possible solutions

      Specific Outcome 3   Implement solution

18.   TITLE: Contribute to the development of team members

      LEVEL: 4

      CREDITS: 5

      Specific Outcome 1:   Evaluate performance of team members

      Specific Outcome 2:   Identify training requirements

      Specific Outcome 3:   Create and maintain an environment conducive to co-operation

19.   TITLE: Contribute to the compilation of the cash budget

      LEVEL: 4

      CREDITS: 5

      Specific Outcome 1:   Obtain scope of information needed

      Specific Outcome 2:   Gather and validate information

      Specific Outcome 3:   Present budget information

20.   **TITLE:**   **Control individuals' or team member's activities**

LEVEL:	4
CREDITS:	5
Specific Outcome 1:	Identify control requirements for the group or team
Specific Outcome 2:	Contract control measures with individuals and the team
Specific Outcome 3:	Implement the control measures

UNIT STANDARDS AT NQF LEVEL 5

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1.   TITLE: Compile budget for own division or department

LEVEL: 5

CREDITS: 10

Specific Outcome 1:   Obtain budget directives and determine operational scope

Specific Outcome 2:   Compile draft budget

Specific Outcome 3:   Finalise the budget

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2.   TITLE: Contribute to formulation of a business plan

LEVEL: 5

CREDITS: 2

Specific Outcome 1:   Identify and analyse own objectives and resources required

Specific Outcome 2:   Conduct gap analysis

Specific Outcome 3:   Report on resources required

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3.   TITLE: Control a division's activities

LEVEL: 5

CREDITS: 10

Specific Outcome 1:   Identify quality control requirements of the division

Specific Outcome 2:   Contract control measures with team leaders

Specific Outcome 3:   Implement the control measures

4.   TITLE: Develop a divisional vision, mission and strategy

LEVEL: 5

CREDITS: 20

Specific Outcome 1:   Identify and analyse factors contributing to
                            business purpose, direction and values

Specific Outcome 2:   Develop the vision and strategy

Specific Outcome 3:   Develop implementation plan

Specific Outcome 4:   Communicate and promote vision and strategy

5.   TITLE: Develop operational plans for a division

LEVEL: 5

CREDITS: 10

Specific Outcome 1:   Gather and analyse information

Specific Outcome 2:   Identify objectives and goals

Specific Outcome 3:   Create an action plan

Specific Outcome 4:   Monitor the implementation of the plan

6.   TITLE: Lead a complex team

LEVEL: 5

CREDITS: 15

Specific Outcome 1:   Develop a team vision

Specific Outcome 2:   Gather information

Specific Outcome 3:   Communicate with team members

Specific Outcome 4:   Develop a team action plan

Specific Outcome 5:   Lead the team

Specific Outcome 6:   Measure performance against action plan

Specific Outcome 7:   Improve team's performance

7.   Title   **Managing conflict in and amongst groups and teams**

LEVEL: 5

CREDITS: 5

Specific Outcome 1:   Monitor and diagnose actual or potential conflict situations

Specific Outcome 2:   Identify and clarify areas of conflict

Range: Conflict may include but is not limited to differences of opinion, personal animosity, expression of sexism, racism, inappropriate modulation and use of language, non-compliance with organisational, team norms and values.

Specific Outcome 3:   Develop an action strategy

Range: Strategies include but are not limited to active listening, neutral questioning, win-win negotiations, option generation, mutual problem definition, role reversal, collaborative problem solving, joint solution design.

Specific Outcome 4:   Implement action strategy

Specific Outcome 5:   Evaluate the resolution

8.   TITLE: **Solve complex problems**

LEVEL: 5

CREDITS: 10

Specific Outcome 1:   Define and analyse the problem

Specific Outcome 2:   Generate solutions

Specific Outcome 3:   Evaluate solutions and make decision

Specific Outcome 4:   Implement solution

9.   TITLE: Conduct inter-divisional meetings

LEVEL:	5
CREDITS:	5
Specific Outcome 1:	Undertake preliminary preparation
Specific Outcome 2:	Prepare for the meeting
Specific Outcome 3:	Conduct the meeting
Specific Outcome 4:	Lead the post meeting follow-up
Specific Outcome 5	Improve the quality of meetings

10.   TITLE: Manage individual's and team's performance

LEVEL:	5
CREDITS:	15
Specific Outcome 1:	Identify performance objectives and goals
Specific Outcome 2:	Obtain commitment
Specific Outcome 3:	Monitor performance
Specific Outcome 4:	Plan and conduct the performance management interview
Specific Outcome 5:	Take remedial action
Specific Outcome 6:	Review own performance

11.   TITLE: Contribute to the marketing of the team, function or department

LEVEL:	5
CREDITS:	10
Specific Outcome 1:	Demonstrate an understanding of the team's business

Range: Business refers to, but is not limited to products, services, challenges, competitors, history, suppliers, key customers, opportunities and threats.

Specific Outcome 2:	Represent the team at events

Range: Events include but are not limited to attending formal, informal social events, internal and external events, seminars, forums, conferences, marketing and non-marketing events.

Specific Outcome 3:	Establish and maintain customer relationships

Range: Internal or external customers.

Specific Outcome 4:	Contribute to the identification of new or improved business opportunities
Specific Outcome 5:	Contribute to deal closing

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12. TITLE: Contribute towards the formulation of a business strategy

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LEVEL:	5
CREDITS:	8
Specific Outcome 1:	Research and summarise information in the field of one's own area of expertise
Specific Outcome 2:	Submit reports to those responsible for developing the strategy of the organisation or business unit
Specific Outcome 3:	Prepare to give a presentation in support of the findings

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13. TITLE: Manage own division's assets

LEVEL:	5
CREDITS:	5
Specific Outcome 1:	Develop systems to manage assets
Specific Outcome 2:	Control the assets
Specific Outcome 3:	Monitor and evaluate asset usage

14.   TITLE: Select new team members

LEVEL:	5
CREDITS:	5
Specific Outcome 1:	Develop team member selection criteria
Specific Outcome 2:	Assess the candidate
Specific Outcome 3:	Select the candidate

**15.   TITLE: Contribute to the marketing of the team, function
or department**

LEVEL:	5
CREDITS:	10
Specific Outcome 1:	Demonstrate an understanding of the team's business

Range: Business refers to but is not limited to team's products, services, challenges, competitors, history, suppliers, key customers, opportunities and threats.

Specific Outcome 2:   Represent the team at events

Range: Events include but are not limited to attending formal, informal social events, internal and external events, seminars, forums, conferences, marketing and non-marketing events.

Specific Outcome 3:   Establish and maintain customer relationships

Range: Internal and external customers.

Specific Outcome 4:   Contribute to the identification of new or improved business opportunities

Specific Outcome 5:   Contribute to the closing of the deal with the customer

UNIT STANDARDS AT NQF LEVEL 6

1.　TITLE:　Contribute to the marketing of the organisation

LEVEL:	6
CREDITS:	10
Specific Outcome 1:	Demonstrate an understanding of the business

Range: Business refers to but is not limited to: Organisation's products, services, challenges, competitors, history, suppliers, key customers, opportunities and threats.

Specific Outcome 2:	Represent the organisation at events

Range: Events include but are not limited to attending formal or informal social events, internal and external events, seminars, forums, conferences, marketing and other events.

Specific Outcome 3:	Establish and maintain customer relationships

Range: Internal and external customers.

Specific Outcome 4:	Contribute to the identification of new or improved business opportunities
Specific Outcome 5:	Contribute to the closing of the deal with the customer

2.　TITLE:　Create and enhance working relationships

LEVEL:	6
CREDITS:	5
Specific Outcome 1:	Develop a team vision

Range: The analysis includes the physical, social and personal context.

Specific Outcome 2:	Develop a plan to create and enhance working relationships
Specific Outcome 3:	Implement the plan
Specific Outcome 4:	Review the quality of the working relationships

3.   TITLE: Develop and initiate a system to control quality within the organisation

LEVEL:	6
CREDITS:	10
Specific Outcome 1:	Identify quality control requirements of the organisation
Specific Outcome 2:	Evaluate current quality control system
Specific Outcome 3:	Develop a quality control system
Specific outcome 4:	Develop the initiation and implementation strategy
Specific outcome 5:	Promote and roll out the quality control system

4.   TITLE: Develop and initiate a system to improve customer satisfaction

LEVEL:	6
CREDIT:	8
Specific outcome 1:	Analyse and define the existing situation and identify opportunities and goals
Specific outcome 2:	Design a system and the initiation and implementation strategy
Specific outcome 3:	Develop the initiation and implementation strategy
Specific outcome 4:	Pilot, evaluate and revise the system
Specific outcome 5:	Promote and initiate the system

5.   TITLE: Establish and maintain customer relationships

LEVEL:	6
CREDITS:	10
Specific Outcome 1:	Identify and gather information about customers
Specific Outcome 2:	Establish relationship with customer
Specific Outcome 3:	Create and maintain a culture that ensures high levels of customer satisfaction

6. TITLE: **Lead a multi-disciplinary team**

LEVEL: 6

CREDITS: 15

Specific Outcome 1:   Develop a team vision

Specific Outcome 2:   Gather information

Specific Outcome 3:   Communicate with divisional leaders

Specific Outcome 4:   Develop an action plan

Specific Outcome 5:   Lead divisional leaders

Specific Outcome 6:   Measure performance against action plan

Specific Outcome 7:   Improve team's performance

7. TITLE: **Network with international subject matter experts**

LEVEL: 6

CREDITS: 5

Specific Outcome 1:   Develop a team vision

Specific Outcome 2:   Gather information

Specific Outcome 3:   Communicate with divisional leaders

Specific Outcome 4:   Develop an action plan

Specific Outcome 5:   Lead divisional leaders

Specific Outcome 6:   Measure performance against action plan

Specific Outcome 7:   Improve team's performance

8. TITLE: Prepare and deliver a presentation at a seminar

LEVEL:	6
CREDITS:	5
Specific Outcome 1:	Plan the presentation
Specific Outcome 2:	Prepare for the presentation
Specific Outcome 3:	Deliver the presentation
Specific Outcome 4:	Review the presentation

9. TITLE: Solve complex and strategic problems

LEVEL:	6
CREDITS:	15
Specific Outcome 1:	Analyse and define the problem
Specific Outcome 2:	Decide and implement a problem solving and decision making style
Specific Outcome 3:	Ensure that action steps are implemented
Specific Outcome 4:	Generate solutions
Specific Outcome 5:	Evaluate alternative solutions and make decision
Specific Outcome 6:	Implement solution

10. TITLE: Create and maintain a climate promoting self-motivated behaviour

LEVEL:	6
CREDITS:	15
Specific Outcome 1:	Gather and analyse information
	Range: The analysis includes the physical, social & personal context.
Specific Outcome 2:	Develop a plan to create and maintain a climate that promotes self-motivated behaviour
Specific Outcome 3:	Implement the plan
Specific Outcome 4:	Review the climate

11. TITLE: Develop a business vision and strategy

LEVEL:	6
CREDITS:	20
Specific Outcome 1:	Identify and analyse factors contributing to business purpose, direction and values
Specific Outcome 2:	Develop the vision and strategy
Specific Outcome 3:	Develop implementation plan
Specific Outcome 4:	Communicate and promote vision and strategy

12. TITLE: Develop and implement organisational policies and procedures

LEVEL:	6
CREDITS:	10
Specific Outcome 1:	Analyse and research current policies and procedures
Specific Outcome 2:	Develop new policies and procedures
Specific Outcome 3:	Develop implementation plan
Specific Outcome 4:	Promote and roll out new policies and procedures