



Federal Democratic Republic of Ethiopia

OCCUPATIONAL STANDARD

INTERNATIONAL FREIGHT FORWARDING
OPERATIONS MANAGEMENT

NTQF Level V



Ministry of Education

September 2013

Introduction

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

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

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

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

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

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

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

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

Page 1 of 122	Ministry of Education Copyright	International Freight Forwarding Operations Management Ethiopian Occupational Standard	Version 2 September 2013
---------------	------------------------------------	--	-----------------------------

UNIT OF COMPETENCE CHART

Occupational Standard: International Freight Forwarding Operations Management		
Occupational code: EIS FFM		
<i>NTQF Level V</i>		
EIS FFM5 01 1212 Plan and Organize the International Forwarding of Freight by Sea and Multimodal Transport	EIS FFM5 02 1212 Plan and Organize the International Forwarding of Freight by Air Transport	EIS FFM5 03 1212 Plan and Organize the International Forwarding of Freight by Road and Rail Transport
EIS FFM5 04 1212 Apply Knowledge of Freight Forwarding Documentation and Permits	EIS FFM5 05 1212 Apply Knowledge of ICT to International Freight Forwarding Activities	EIS FFM5 06 1212 Apply Knowledge of the International Freight Forwarding Industry
EIS FFM5 07 1212 Apply Knowledge of Logistics, Storage and Distribution to International Freight Forwarding	EIS FFM5 08 1212 Review Contracts, Insurance, Risk and Liability in the International Freight Forwarding Context	EIS FFM5 09 1212 Advise on and Manage Security and Safety in International Freight Transport
EIS FFM5 10 1212 Promote Products and Services to International Markets	EIS FFM5 11 1212 Manage Budgets and Financial Plans	EIS FFM5 12 1212 Manage Quality Customer Service
EIS FFM5 13 1212 Manage International Special Freight Transport Services Including Dangerous Goods and Special Cargo	EIS FFM5 14 1212 Manage Export Logistics	EIS FFM5 15 1212 Manage Project Quality

[EIS FFM5 16 1212](#)

Facilitate and Capitalize
on Change and
Innovation

[EIS FFM5 17 1212](#)

Establish and Conduct
Business Relationships

[EIS FFM5 18 1212](#)

Manage Continuous
Improvement Process
(Kaizen)

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Plan and Organize the International Forwarding of Freight by Sea and Multimodal Transport
Unit Code	EIS FFM5 01 1212
Unit Descriptor	This unit involves the skills and knowledge required to plan and organizes international forwarding of freight by sea and multimodal transport (covering the importing, exporting and transiting of freight). This includes confirming customers' freight transport requirements; selecting routing for sea and multimodal transport; advising on and organizing the packaging, packing, loading, stowage and storage of the freight; and completing freight forwarding calculations required for sea and multimodal transport. It also includes assisting in the organization of insurance for sea and multimodal freight transport; organizing permits, authorizations etc.; liaising with the freight forwarding global network; tracking and tracing international cargo being forwarded by sea and multimodal transport; and completing documentation and records required for sea and multimodal transport.

Elements	Performance Criteria
1. Select routing for sea and multimodal freight transport	<p>1.1 Requirements for international sea and multimodal freight transport services are confirmed and clarified with the customer.</p> <p>1.2 Critical logistics aspects of the freight transport are determined, Analyzed and taken into account in planning the freight forwarding solution(s).</p> <p>1.3 Checks are made that all conventions for international sea and multimodal freight transport are fulfilled.</p> <p>1.4 Where the freight forwarding involves special transport services, advice is sought as required from experts or specialists in the area of the special cargo or dangerous goods concerned.</p> <p>1.5 Suitable routing for sea or multimodal transport is selected after consideration of the options available and analysis of the risks involved.</p> <p>1.6 Alternative routing options are identified for possible use in the event of contingencies.</p>

<p>2. Advise on and organize the packaging, packing, stowage and storage of freight for sea and multimodal freight transport</p>	<p>2.1 Suitable options are determined for the packaging, packing, stowage and storage of freight given the type of cargo, the mode of transport, the destination and the selected route(s).</p> <p>2.2 Where applicable, container types suitable for sea and multimodal transport and appropriate for the freight are reviewed and appropriate options selected.</p> <p>2.3 The pricing of containers and other forms of freight packaging suitable for sea and multimodal transport is determined and advice provided to the customer.</p> <p>2.4 Advice is provided to the customer on the selection, loading and packing of suitable container types and other forms of freight packaging as applicable.</p> <p>2.5 Shipping documents required for the selected containers or other forms of packaging suitable for sea and multimodal freight transport are prepared as per standard procedures and regulatory requirements.</p> <p>2.6 Appropriate action is taken to organize and provide advice to the customer on the packaging, packing, stowage and storage of the freight for the planned forwarding project including the planning of the loading of the selected containers where applicable.</p>		
<p>3. Complete freight forwarding calculations for sea and multimodal freight transport</p>	<p>3.1 Calculations required in the course of planning and organizing the international forwarding of freight by sea or multimodal transport is completed accurately and with the available computational aids.</p>		
<p>4. Assist in organizing insurance for sea and multimodal freight transport</p>	<p>4.1 Risks involved in the planned sea or multimodal freight forwarding solution are identified and analyzed.</p> <p>4.2 Transport and liability insurance requirements for the proposed forwarding solution are evaluated and considered.</p> <p>4.3 Assistance in selecting and organizing appropriate insurance options is provided as per standard procedures and applicable regulatory requirements.</p>		
<p>5. Organize permits, authorizations etc. needed for sea and multimodal freight transport</p>	<p>5.1 Documentation requirements are determined for the cargo, mode(s) of transport and selected routing concerned, including permits, authorizations etc.</p> <p>5.2 Documentation requirements are organized and processed as per standard procedures and applicable regulatory requirements.</p>		
<p>Page 5 of 122</p>	<p>Ministry of Education Copyright</p>	<p>International Freight Forwarding Operations Management Ethiopian Occupational Standard</p>	<p>Version 2 September 2013</p>

6. Liaise with freight forwarding global network	<p>6.1 Appropriate liaison with agents, carriers and others in the global network and supply chain is undertaken to plan and organize the freight forwarding project.</p> <p>6.2 Appropriate information and communications technology systems and equipment are used when liaising with the freight forwarding global network as per standard operating procedures and regulatory requirements.</p>
7. Track and trace international cargo being forwarded by sea or multimodal freight transport	<p>7.1 International cargo being transported by sea or multimodal freight transport is tracked and traced during a freight forwarding project using the available systems and technology.</p> <p>7.2 Problems with the transit of freight identified during tracking activities are evaluated and appropriate action is initiated to address the problems as per standard procedures.</p> <p>7.3 Advice is provided to the customer on the progress of the shipment and any action taken to address unexpected contingencies.</p>
8. Complete required documentation and records	<p>8.1 All forms and documentation required for the planned freight forwarding project are completed as per standard operating procedures and applicable regulatory requirements.</p> <p>8.2 Data is retrieved from and entered into computer systems as per standard operating procedures and applicable regulatory requirements.</p> <p>8.3 Records of arrangements made and critical transactions are kept as per standard operating procedures and applicable regulatory requirements.</p>

Variable	Range
International sea and multimodal freight transport services	<p>includes services related to:</p> <ul style="list-style-type: none"> • the importing of goods • the exporting of goods • the transiting of goods
Modes of international freight transport	<p>may include:</p> <ul style="list-style-type: none"> • sea transport • transport by inland waterway • multimodal transport <p>may be by:</p> <ul style="list-style-type: none"> • sea/air • air/road (truck) • rail/road/inland waterways-sea-rail/road inland waterways

	<ul style="list-style-type: none"> • mini-bridge • land bridge • piggyback • inland waterway-sea-inland waterway
Information/documents	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice applicable to the international forwarding of freight • summaries and definitions of Incoterms and Combiterms • customers' instructions and transport requirements • workplace standard operating procedures and policies • operations manuals, job specifications and procedures and induction documentation • standard FIATA forms and documentation such as: <ul style="list-style-type: none"> ➤ a Negotiable Multimodal Transport Bill of Lading (FB/L) ➤ a Non-negotiable Multimodal Transport Waybill (FWB) ➤ a Forwarders Certificate of Receipt (FCR) ➤ a Forwarders Certificate of Transport (FCT) ➤ a Forwarders Warehouse Receipt (FWR) ➤ a Forwarders Forwarding Instructions (FFI) ➤ a Shippers Declaration for the Transport of Dangerous Goods (SDT) ➤ a Shippers Intermodal Weight Certification (SIWC) ➤ an Original Bill of Lading (OB/L) ➤ a Master Air Waybill (MAWB) ➤ a House Bill of Lading (HBL) ➤ a House Air Waybill (HAWB) ➤ Multimodal Transport Bill of Lading (MTB/L) • cargo manifests • pre-advice and pre-alert documents • operations manuals, job specifications and procedures and induction documentation • freight forwarding competency standards and training materials • workplace operating procedures and policies • Ethiopian and International standards, criteria and certification requirements • data obtained through communications technology equipment and oral, aural or signed communications • freight forwarder company's quality assurance standards and procedures • emergency procedures

Requirements for work	<p>may include:</p> <ul style="list-style-type: none"> • international freight forwarding codes of practice, protocols and procedures • regulations relevant to international freight forwarding • authorities and permits relevant to international freight forwarding • workplace standard operating procedures • information and communications technology and related systems • global time zones and hours of operation
Marine vessel types	<p>may include:</p> <ul style="list-style-type: none"> • container ships • roll-on/roll-off carriers (RO-RO) • bulk carriers (dry cargo vessels) • conventional ships • tankers (crude oil, chemicals, liquefied gas, liquid foodstuffs) • heavy lift ships (equipped with cranes and derricks)
Type of barges used in inland waterway carriage	<p>may include:</p> <ul style="list-style-type: none"> • motor barges • tugged barges • tug • sailing barges
Pre-transport issues in the forwarding of freight by sea and multimodal transport	<p>may include:</p> <ul style="list-style-type: none"> • adequacy of insurance • adequacy of packaging • planning of the packing and loading of cargo into containers • planning for security, proper stacking and stowage and handling in transit • planning for the loading of non-containerized cargo onto a vessel (including sea, air, rail, road or other transport)
Parameters of freight transport services relevant to customer requirements	<p>may include:</p> <ul style="list-style-type: none"> • standard operating procedures for forwarding of various types of international freight • type of transport modes • transport routing • various consignment methods • packaging, packing, stowage and storage options including containerization • relevant legislative requirements • required import/export documentation, labeling and requirements • transport security checks • insurance requirements

	<ul style="list-style-type: none"> • service costs • contract arrangements • payment requirements and procedures • fiduciary and legal responsibilities of either party
Advantages of multimodal transport	<p>include:</p> <ul style="list-style-type: none"> • minimizes time loss at transshipment points • may provide faster transit of goods • reduces burden of documentation and formalities • saves costs • establishes only one agency to deal with • reduces costs of exports
Scope of services performed by multimodal transport operators	<p>include:</p> <ul style="list-style-type: none"> • FCL (Full Container Load) • LCL (Less than full Container Load) • weighing and measurement of cargo • CFS (Container-Freight Station) • consolidation • booking of space • CY (Container Yard) • liaison with Customs and other relevant regulatory authorities • assisting in organizing required insurance coverage • return of leased containers • communication with customer and global contacts • use of appropriate information and communication technology
Container types	<p>may include:</p> <ul style="list-style-type: none"> • general cargo containers • thermal containers • tank containers • (dry) bulk containers • flat racks/open tops (special equipment)
Types of packages used for storing and protecting cargo during transit	<p>may include:</p> <ul style="list-style-type: none"> • bags • cartons • thermal cartons with gel-ice • cases • drums • pallets • palletcons and other devices for carrying bulk liquids, pastes and powders
Communications systems	<p>may involve:</p> <ul style="list-style-type: none"> • face-to-face conversation • telephone including fixed, mobile and IP phones

	<ul style="list-style-type: none"> • fax • email • Electronic Data transfer of Information (EDI) • mail
Sources of information required to perform international freight forwarding functions	<p>may include:</p> <ul style="list-style-type: none"> • Websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CASA, AMSA, Ethiopian Revenue and Customs Authority, Ethiopian Quality standard Authority, government agencies responsible for transport security etc. • key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
Consultative processes	<p>may involve:</p> <ul style="list-style-type: none"> • customers • international and domestic agents and suppliers • relevant authorities, government departments and institutions • representatives of transport companies • relevant regulatory authorities and institutions • other professional or technical staff • management • freight forwarding specialists
Depending on the type of organization concerned and the local terminology used, workplace procedures	<p>may include:</p> <ul style="list-style-type: none"> • company procedures • enterprise procedures • organizational procedures • established procedures
Applicable regulations and legislation	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • relevant regulations for the import and export of cargo • Ethiopian and international standards and certification requirements • relevant regulations pertaining to international trading and financial transactions • relevant Ethiopian and international transport security and safety legislation • relevant Ethiopian and international environmental protection legislation

Evidence Guide

<p>Critical aspects of Competence</p>	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of:</p> <ul style="list-style-type: none"> • selecting routing for sea and multimodal freight transport • advising on and organizing the packaging, packing, stowage and storage of freight for sea and multimodal transport • completing freight forwarding calculations for sea and multimodal freight transport • assisting in the organization of insurance for sea and multimodal freight transport • organizing permits, authorizations etc. needed for sea and multimodal freight transport • liaising with the freight forwarding global network when organizing sea and multimodal freight transport • tracking and tracing international cargo being forwarded by sea and multimodal freight transport • completing documentation and records required for sea and multimodal freight transport
<p>Underpinning Knowledge and Attitudes</p>	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations and conventions applicable to the planning and organizing of international freight forwarding by sea or multimodal transport (including the importing, exporting and transiting of goods) • Standard procedures, codes of practice and protocols for planning and organizing international freight forwarding by sea or multimodal transport (including the importing, exporting and transiting of goods) • Relevant OHS and environmental procedures and regulations • Principles of international trade and commerce • Principles and forms of maritime and multimodal freight transport • Definitions, purpose and uses of Incoterms and Combiterms • Types of cargo vessels - their applications, capacity and routes • Major trade routes, services, conferences, ports and freight terminals as they apply to maritime and multimodal freight transport • Maritime terminals, cargo handling and terminal equipment at major worldwide ports and freight terminals • Cargo types, consignments and consolidations

	<ul style="list-style-type: none"> • Containers and containerization, including types, purposes, dimensions and specifications; loading principles and processes; load planning for containers • Processes for the chartering of vessels - types of charter, terms and contracts • Sources of information and documentation needed when planning and organizing international freight forwarding by sea or multimodal transport, including permits and authorizations • Principles and techniques of closed-loop communication in which checks are made to confirm that messages and responses being given or received are unambiguous and are correctly and clearly understood • Understanding of the principles of quality assurance and customer service standards, policies and procedures as they apply in the international freight forwarding industry • Typical problems that can occur when planning and organizing international freight forwarding by sea or multimodal transport and related appropriate action that can be taken to prevent or solve them
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when planning and organizing international freight forwarding by sea or multimodal transport, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language) • Read and interpret instructions, procedures, information and signs relevant to the planning and organizing of international freight forwarding by sea or multimodal transport • Interpret and follow operational instructions and prioritize work • Complete documentation related to the planning and organizing international freight forwarding by sea or multimodal transport including the use of calculators and data entry to a computer • Operate information and communication technology to required protocol • Perform required estimates and calculations of variables such as size, weight, distance, risk and costs when planning and organizing international freight forwarding involving sea or multimodal transport

	<ul style="list-style-type: none"> • Work collaboratively with others when planning and organizing international freight forwarding by sea or multimodal transport • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any identified problems that may arise when planning and organizing international freight forwarding by sea or multimodal transport in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may occur when planning and organizing international freight forwarding by sea or multimodal transport • Monitor work activities in terms of planned schedule and deadlines • Apply relevant codes of practice and applicable legislative requirements • Modify activities depending on differing operational contingencies, risk situations and environments • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Select and appropriately apply technology, information systems and procedures to complete workplace tasks • Operate and adapt to differences in equipment in accordance with standard operating procedures • Select and use required personal protective equipment conforming to industry and OHS standards
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Plan and Organize the International Forwarding of Freight by Air Transport
Unit Code	EIS FFM5 02 1212
Unit Descriptor	This unit involves the skills and knowledge required to plan and organizes international forwarding of freight by air transport (covering the importing, exporting and transiting of freight). This includes confirming customers' freight transport requirements; selecting routing for air freight transport; advising on and organizing the packaging, packing, loading, stowage and storage of air freight; and completing freight forwarding calculations for air transport. It also includes assisting in the organization of insurance for air freight transport; organizing permits, authorizations etc.; liaising with the freight forwarding global network; tracking and tracing international cargo being forwarded by air transport; and completing documentation and records required for air freight transport.

Elements	Performance Criteria
1 Select routing for air freight transport	<p>1.1 Requirements for international air freight transport services are confirmed and clarified with the customer.</p> <p>1.2 Critical logistics aspects of the freight transport are determined, analyzed and are taken into account in planning the freight forwarding solution(s).</p> <p>1.3 Checks are made that all conventions for international air freight transport are fulfilled.</p> <p>1.4 Where the freight forwarding involves special transport services, advice is sought as required from experts or specialists in the area of the special cargo or dangerous goods concerned</p> <p>1.5 Suitable routing for air freight transport is selected after consideration of the options available and analysis of the risks involved.</p> <p>1.6 Alternative routing options are identified for possible use in the event of contingencies.</p>

<p>2 Advise on and organize the packaging, packing, stowage and storage of freight for air transport</p>	<p>2.1 Suitable options are determined for the packaging, packing, stowage and storage of freight given the type of cargo, the mode of transport, the destination and the selected route(s).</p> <p>2.2 Where applicable, container types suitable for air freight transport and appropriate for the freight are reviewed and appropriate options selected.</p> <p>2.3 The pricing of containers and other forms of freight packaging suitable for air freight transport is determined and advice provided to the customer.</p> <p>2.4 Advice is provided to the customer on the selection, loading and packing of suitable container types and other forms of freight packaging as applicable.</p> <p>2.5 Documentation required for the selected containers or other forms of packaging suitable for air freight transport is prepared as per standard procedures and regulatory requirements.</p> <p>2.6 Appropriate action is taken to organize and provide advice to the customer on the packaging, packing, stowage and storage of the freight for the planned forwarding project including the planning of the loading of the selected containers where applicable.</p>
<p>3 Complete freight forwarding calculations for air freight transport</p>	<p>3.1 Calculations required in the course of planning and organizing the international forwarding of freight by air freight transport is completed accurately and with the available computational aids.</p>
<p>4 Assist in organizing insurance for air freight transport</p>	<p>4.1 Risks involved in the planned air freight forwarding solution are identified and analyzed.</p> <p>4.2 Transport and liability insurance requirements for the proposed forwarding solution are evaluated and considered.</p> <p>4.3 Assistance in selecting and organizing appropriate insurance options is provided as per standard procedures and applicable regulatory requirements.</p>
<p>5 Organize permits, authorizations etc. needed for air freight transport</p>	<p>5.1 Documentation requirements are determined for the cargo, air transport and selected routing concerned, including permits, authorizations etc.</p> <p>5.2 Documentation requirements are organized and processed as per standard procedures and applicable regulatory requirements.</p>

6 Liaise with the freight forwarding global network	<p>6.1 Appropriate liaison with agents, carriers and others in the global network and supply chain is undertaken to plan and organize the freight forwarding project.</p> <p>6.2 Appropriate information and communications systems and equipment are used when liaising with the freight forwarding global network as per standard operating procedures and regulatory requirements.</p>
7 Track and trace international cargo being forwarded by air transport	<p>7.1 International cargo being transported by air freight transport is tracked and traced during a freight forwarding project using the available systems and technology.</p> <p>7.2 Problems with the transit of freight identified during tracking activities are evaluated and appropriate action is initiated to address the problems as per standard procedures.</p> <p>7.3 Advice is provided to the customer on the progress of the international air freight transport project and any action taken to address unexpected contingencies.</p>
8 Complete required documentation and records	<p>8.1 Forms and documentation required for the planned freight forwarding project are completed as per standard operating procedures and applicable regulatory requirements.</p> <p>8.2 Data is retrieved from and entered into computer systems as per standard operating procedures and applicable regulatory requirements.</p> <p>8.3 Records of arrangements made and critical transactions are kept as per standard operating procedures and applicable regulatory requirements.</p>

Variable	Range
Freight forwarding	includes services related to: <ul style="list-style-type: none"> • the importing of goods • the exporting and the transiting of goods
Communications systems	may involve: <ul style="list-style-type: none"> • face-to-face conversation • telephone including fixed, mobile and IP phones • fax • email • Electronic Data transfer of Information (EDI) • mail
Information/documents	may include but are not limited to: <ul style="list-style-type: none"> • Ethiopian and international conventions, codes of practice and regulations relevant to the international transfer of freight

	<ul style="list-style-type: none"> • summaries and definitions of Incoterms and Combiterms • customers' instructions and transport requirements • workplace standard operating procedures and policies • operations manuals, job specifications and procedures and induction documentation • standard FIATA forms and documentation such as: <ul style="list-style-type: none"> ➢ a Negotiable Multimodal Transport Bill of Lading (FB/L) ➢ a Non-negotiable Multimodal Transport Waybill (FWB) ➢ a Forwarders Certificate of Receipt (FCR) ➢ a Forwarders Certificate of Transport (FCT) ➢ a Forwarders Warehouse Receipt (FWR) ➢ a Forwarders Forwarding Instructions (FFI) ➢ a Shippers Declaration for the Transport of Dangerous Goods (SDT) ➢ a Shippers Intermodal Weight Certification (SIWC) ➢ an Original Bill of Lading (OB/L) ➢ a Master Air Waybill (MAWB) ➢ a House Bill of Lading (HBL) ➢ a House Air Waybill (HAWB) ➢ Multimodal Transport Bill of Lading (MTB/L) • cargo manifests • pre-advice and pre-alert documents • operations manuals, job specifications and procedures and induction documentation • Ethiopian and international standards, criteria and certification requirements • data obtained through communications technology equipment and oral, aural or signed communications • freight forwarder company's quality assurance standards and procedures • emergency procedures
Mode of international freight transport	is: <ul style="list-style-type: none"> • air transport
Major aircraft types used for international freight transport	may include but are not limited to: <ul style="list-style-type: none"> • Airbus • Boeing
Pre-transport issues in the forwarding of freight by air transport	may include: <ul style="list-style-type: none"> • confirmation that the cargo fulfils air cargo security requirements • adequacy of insurance • adequacy of packaging

	<ul style="list-style-type: none"> • planning of the packing and loading of cargo into aircraft containers • planning for security, proper stacking and stowage and handling in transit • planning for clearance, delivery and receipt during transit and at destination
Requirements for work	<p>may include:</p> <ul style="list-style-type: none"> • international freight forwarding codes of practice, protocols and procedures • regulations relevant to the international forwarding of freight by air transport • authorities and permits relevant to the international forwarding of freight by air transport • workplace standard operating procedures • information and communications technology and related systems • global time zones and hours of operation
Parameters of air freight transport services relevant to customer requirements	<p>may include:</p> <ul style="list-style-type: none"> • standard operating procedures for forwarding of various types of international freight by air • type of air transport modes • air transport routing • various consignment methods for air transport • packaging, packing, stowage and storage options for air transport, including air freight containerisation or use of unit load devices • relevant legislative requirements • required import/export documentation, labelling and requirements • transport security checks • insurance requirements • service costs • contract arrangements • payment requirements and procedures • fiduciary and legal responsibilities of either party
Types of aircraft containers or unit load devices (ULDs)	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • LD1 Half Size Lower Deck (Accepted by B767, B747) • LD2 Half Size Lower Deck (Accepted by B767-200, B767-300) • LD3 Half Size Lower Deck (Accepted by A330, A340, B757-200F, B767, B777, B747) • LD3-45 Lower Deck (Accepted by A320, A321) • LD3-45 Wing Pallet With Net (Accepted by A320, A321)

	<ul style="list-style-type: none"> • LD7 Lower Pallet With Net (Accepted by A330, A340, B767-200, B767-300, B777-200, B777-300, B747) • LD8 Full Width Lower Deck (Accepted by B767-200, B767-300) • LD9 Full Size Lower Deck (Accepted by A330, A340, B767-200, B767-300, B777-200, B777-300, B747) • LD29 Full Width Lower Deck (Accepted by B767-200, B767-300, B747) • M1 Main Deck Pallet With Net (Accepted by B747) • 96" Lower Deck Pallet With Net (Accepted by A330, A340, B767-200, B767-300, B777-200, B777-300, B747)
Types of packages used for storing and protecting cargo during transit	<p>may include:</p> <ul style="list-style-type: none"> • bags and cartons • thermal cartons with gel-ice • cases • drums • pallets, pallets and other devices for carrying bulk liquids, pastes and powders
Consultative processes	<p>may involve:</p> <ul style="list-style-type: none"> • customers • international and domestic agents and suppliers • airline representatives • other employees and supervisors • relevant regulatory authorities and institutions • management • freight forwarding specialists • other professional or technical staff
Sources of information required to perform international freight forwarding functions	<p>may include:</p> <ul style="list-style-type: none"> • websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CASA, Ethiopian Customs and Border Protection Service, Ethiopian Quality Standards, government agencies responsible for transport security etc. • key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
Depending on the type of organization concerned and the local terminology used, workplace procedures	<p>may include:</p> <ul style="list-style-type: none"> • company procedures • enterprise procedures • organizational procedures • established procedures

Applicable regulations and legislation	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • relevant regulations for the import and export of cargo • Ethiopian and international standards and certification requirements • relevant regulations pertaining to international trading and financial transactions • relevant Ethiopian and international transport security and safety legislation • relevant Ethiopian and international environmental protection legislation
--	---

Evidence Guide	
Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of applying:</p> <ul style="list-style-type: none"> • selecting routing for air freight transport • advising on and organizing the packaging, packing, stowage and storage of freight for air transport • completing freight forwarding calculations for air freight transport • assisting in the organization of insurance for air freight transport • organizing permits, authorizations etc. needed for air freight transport • liaising with the freight forwarding global network when organizing air freight transport • tracking and tracing international cargo being forwarded by air transport • completing documentation and records required for air freight transport
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations and conventions applicable to the planning and organizing of international freight forwarding by air transport (including the importing, exporting and transiting of goods) • Standard procedures, codes of practice and protocols for planning and organizing international freight forwarding by air transport (including the importing, exporting and transiting of goods) • Relevant OHS and environmental procedures and regulations

	<ul style="list-style-type: none"> • Principles of international trade and commerce • Principles and forms of air freight transport • Definitions, purpose and use of Incoterms and Combiterms • Types of aircraft - their applications, capacity and routes • Major air routes, services, conferences, airports and freight terminals as they apply to air freight transport • Airports, cargo handling and terminal equipment at major worldwide airports and freight terminals • Cargo types, consignments and consolidations • Aircraft containers and containerisation, including types, purposes, dimensions and specifications; loading principles and processes; load planning for containers • Processes for the chartering of aircraft - types of charter, terms and contracts • Sources of information and documentation needed when planning and organizing international freight forwarding by air transport, including permits and authorizations • Principles and techniques of closed-loop communication in which checks are made to confirm that messages and responses being given or received are unambiguous and are correctly and clearly understood • Understanding of the principles of quality assurance and customer service standards, policies and procedures as they apply in the international freight forwarding industry • Typical problems that can occur when planning and organizing international freight forwarding by air transport and related appropriate action that can be taken to prevent or solve them 		
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when planning and organizing international freight forwarding by air transport, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language) • Read and interpret instructions, procedures, information and signs relevant to the planning and organizing of international freight forwarding by air transport • Interpret and follow operational instructions and prioritize work • Complete documentation related to the planning and organizing international freight forwarding by air transport including the use of calculators and data entry to a computer 		
Page 21 of 122	Ministry of Education Copyright	International Freight Forwarding Operations Management Ethiopian Occupational Standard	Version 2 September 2013

	<ul style="list-style-type: none"> • Operate information and communication technology systems to required protocol • Perform required estimates and calculations of variables such as size, weight, distance, risk and costs when planning and organizing international freight forwarding involving air transport • Work collaboratively with others when planning and organizing international freight forwarding by air transport • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any identified problems that may arise when planning and organizing international freight forwarding by air transport in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may occur when planning and organizing international freight forwarding by air transport • Monitor work activities in terms of planned schedule and deadlines • Modify activities depending on differing operational contingencies, risk situations and environments • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Operate and adapt to differences in equipment in accordance with standard operating procedures • Select and use required personal protective equipment conforming to industry and OHS standards
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Plan and Organize the International Forwarding of Freight by Road and Rail Transport
Unit Code	<u>EIS FFM5 03 1212</u>
Unit Descriptor	This unit involves the skills and knowledge required to plan and organizes international forwarding of freight involving road and rail transport (covering the importing, exporting and transiting of freight). This includes confirming customers' freight transport requirements; selecting routing for road and rail freight transport; advising on and organizing the packaging, packing, loading, stowage and storage of road and rail freight; and completing freight forwarding calculations for road and rail transport. It also includes assisting in the organization of insurance for road and rail freight transport; organizing permits, authorizations etc.; liaising with the freight forwarding global network; tracking and tracing international cargo being forwarded by road and rail transport; and completing documentation and records required for road and rail freight transport.

Elements	Performance Criteria
1 Select routing for road and rail freight transport	<p>1.1 Requirements for international road and rail freight transport services are confirmed and clarified with the customer.</p> <p>1.2 Critical logistics aspects of the freight transport are determined, analyzed and taken into account in planning the freight forwarding solution(s).</p> <p>1.3 Checks are made that all conventions for international road and rail freight transport are fulfilled.</p> <p>1.4 Where the freight forwarding involves special transport services, advice is sought as required from experts or specialists in the area of the special cargo or dangerous goods concerned.</p> <p>1.5 Suitable routing for road and rail freight transport is selected after consideration of the options available and analysis of the risks involved.</p> <p>1.6 Alternative routing options are identified for possible use in the event of contingencies.</p>

<p>2 Advise on and organize the packaging, packing, stowage and storage of freight for road and rail transport</p>	<p>2.1 Suitable options are determined for the packaging, packing, stowage and storage of freight given the type of cargo, the mode of transport, the destination and the selected route(s).</p> <p>2.2 Where applicable, container types suitable for road and rail freight transport and appropriate for the freight are reviewed and appropriate options selected.</p> <p>2.3 Restrictions on the dimensions of containers for transport by road and/or rail are taken into account when selecting container types.</p> <p>2.4 The pricing of containers and other forms of freight packaging suitable for road and rail freight transport is determined and advice provided to the customer.</p> <p>2.5 Advice is provided to the customer on the selection, loading and packing of suitable container types and other forms of freight packaging as applicable.</p> <p>2.6 Documentation required for the selected containers or other forms of packaging suitable for road and rail freight transport is prepared as per standard procedures and regulatory requirements.</p> <p>2.7 Appropriate action is taken to organize and provide advice to the customer on the packaging, packing, stowage and storage of the freight for the planned forwarding project including the planning of the loading of the selected containers where applicable.</p>
<p>3 Complete freight forwarding calculations for road and rail freight transport</p>	<p>3.1 Calculations required in the course of planning and organizing the international forwarding of freight involving road and rail freight transport are completed accurately and with the available computational aids.</p>
<p>4 Assist in organizing insurance for road and rail freight transport</p>	<p>4.1 Risks involved in the planned road and rail freight forwarding solution are identified and analyzed.</p> <p>4.2 Transport and liability insurance requirements for the proposed forwarding solution are evaluated and considered.</p> <p>4.3 Assistance in selecting and organizing appropriate insurance options is provided as per standard procedures and applicable regulatory requirements.</p>

<p>5 Organize permits, authorizations etc. needed for road and rail freight transport</p>	<p>5.1 Documentation requirements are determined for the cargo, mode(s) of transport and selected routing concerned, including permits, authorizations etc.</p> <p>5.2 Documentation requirements are organized and processed as per standard procedures and applicable regulatory requirements.</p>
<p>6 Liaise with the freight forwarding global network</p>	<p>6.1 Appropriate liaison with agents, carriers and others in the global network and supply chain is conducted to plan and organize the freight forwarding project.</p> <p>6.2 Appropriate information and communications technology systems and equipment are used when liaising with the freight forwarding global network as per standard operating procedures and regulatory requirements.</p>
<p>7 Track and trace international cargo being forwarded by road and rail transport</p>	<p>7.1 International cargo being transported by road or rail freight transport is tracked and traced during a freight forwarding project using the available systems and technology.</p> <p>7.2 Problems with the transit of freight identified during tracking activities are evaluated and appropriate action is initiated to address the problems as per standard procedures.</p> <p>7.3 Advice is provided to the customer on the progress of the international road and rail freight transport project and any action taken to address unexpected contingencies.</p>
<p>8 Complete required documentation and records</p>	<p>8.1 Forms and documentation required for the planned freight forwarding project are completed as per standard operating procedures and applicable regulatory requirements.</p> <p>8.2 Data is retrieved from and entered into computer systems as per standard operating procedures and applicable regulatory requirements.</p> <p>8.3 Records of arrangements made and critical transactions are kept as per standard operating procedures and applicable regulatory requirements.</p>

Variable	Range
<p>Information/ documents</p>	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations and codes of practice for the international forwarding of freight by road and rail • summaries and definitions of Incoterms and Combiterms • customers' instructions and transport requirements • workplace standard operating procedures and policies • operations manuals, job specifications and procedures and induction documentation

	<ul style="list-style-type: none"> • standard FIATA forms and documentation such as: <ul style="list-style-type: none"> ➤ Waybill for inland transportation ➤ Waybill for cross border traffics ➤ International Customs Transit Document (e.g. carnet TIR) ➤ a Truck Bill of Lading ➤ a Rail Bill of Lading ➤ a Negotiable Multimodal Transport Bill of Lading (FB/L) ➤ a Non-negotiable Multimodal Transport Waybill (FWB) ➤ a Forwarders Certificate of Receipt (FCR) ➤ a Forwarders Certificate of Transport (FCT) ➤ a Forwarders Warehouse Receipt (FWR) ➤ a Forwarders Forwarding Instructions (FFI) ➤ a Shippers Declaration for the Transport of Dangerous Goods (SDT) ➤ a Shippers Intermodal Weight Certification (SIWC) ➤ an Original Bill of Lading (OB/L) ➤ a House Bill of Lading (HBL) ➤ Multimodal Transport Bill of Lading (MTB/L) • cargo manifests • pre-advice and pre-alert documents • Ethiopian and international standards, criteria and certification requirements • data obtained through communications technology equipment and oral, aural or signed communications • freight forwarder company's quality assurance standards and procedures • emergency procedures <p>Sources of information may include:</p> <ul style="list-style-type: none"> • websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CASA, Ethiopian Customs and Border Protection Service, government agencies responsible for transport security etc. • key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
Communications systems	<p>may involve:</p> <ul style="list-style-type: none"> • face-to-face conversation • telephone including fixed, mobile and IP phones • fax • email • Electronic Data transfer of Information (EDI) and mail

Mode of international freight transport	<p>may include:</p> <ul style="list-style-type: none"> • road transport • rail transport • piggyback (combined transport road-rail transport)
International freight forwarding	<p>includes services related to:</p> <ul style="list-style-type: none"> • the importing of goods • the exporting and the transiting of goods
Trains used for international rail freight transport	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • Conventional transport by railwagons or rollingstock, involving complete wagon loads (as part loads have now nearly disappeared), including: <ul style="list-style-type: none"> ➢ various different types of railwagons or rollingstock (railway-owned or privately-owned) ➢ Special railwagons or rollingstock (e.g. with changeable axles, container-carrying railwagons or rollingstock etc.) • Combined transport by rail (road-rail transport), including: <ul style="list-style-type: none"> ➢ piggyback (transport by rail of road semi-trailers) ➢ container traffic by rail (unaccompanied combined transport) ➢ swap-bodies (similar to containers) ➢ Euro (pallet wide) containers
Road vehicles used for international freight transport	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • vans and light rigid vehicles of varying length, width, height, loading and total weight • rigid trucks of varying length, width, height, loading and total weight • semitrailers and multi-combination vehicles of varying length, width, height, loading and total weight • vehicles capable of participating in combined freight movements such as road/rail, road/ferryboat, roll-on/roll-off vessels • vehicles capable of carrying special loads such as perishable goods, liquids, gases and heavy-lift cargo • vehicles with swap-bodies (similar to containers)
Pre-transport issues in the forwarding of freight by road and rail transport	<p>may include:</p> <ul style="list-style-type: none"> • adequacy of insurance • adequacy of packaging • planning of the packing and loading of cargo into containers • planning for security, proper stacking and stowage and handling in transit • planning for clearance, delivery and receipt during transit and at destination

Requirements for work	<p>may include:</p> <ul style="list-style-type: none"> • international freight forwarding codes of practice, protocols and procedures • regulations relevant to the international forwarding of freight by road and rail transport • authorities and permits relevant to the international forwarding of freight by road and rail transport • workplace standard operating procedures • information and communications technology and related systems • global time zones and hours of operation
Parameters of road and rail freight transport services relevant to customer requirements	<p>may include:</p> <ul style="list-style-type: none"> • standard operating procedures for forwarding of various types of international freight by road and rail • type of transport modes • road and rail transport routing • various consignment methods for road and rail transport • packaging, packing, stowage and storage options for road and rail transport, including road and rail freight containerization or use of unit load devices • relevant legislative requirements • required import/export documentation, labeling and requirements • transport security checks • insurance requirements • service costs • contract arrangements • payment requirements and procedures • fiduciary and legal responsibilities of either party
Types of containers used in road and rail transport	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • box (dry van) • open top • open side • bulk • tanks • reefer • platform and flat
Types of packages used for storing and protecting cargo during transit	<p>may include:</p> <ul style="list-style-type: none"> • bags • cartons • thermal cartons with gel-ice • cases • drums

	<ul style="list-style-type: none"> • pallets • pallets and other devices for carrying bulk liquids, pastes and powders
Consultative processes	<p>may involve:</p> <ul style="list-style-type: none"> • customers • international and domestic agents and suppliers • railway or road transport company representatives • relevant regulatory authorities and institutions • other employees and supervisors • management • freight forwarding specialists • other professional or technical staff
Depending on the type of organization concerned and the local terminology used, workplace procedures	<p>may include:</p> <ul style="list-style-type: none"> • company procedures • enterprise procedures • organizational procedures • established procedures
Applicable regulations and legislation	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • relevant regulations for the import and export of cargo • Ethiopian and international standards and certification requirements • relevant regulations pertaining to international trading and financial transactions • relevant Ethiopian and international transport security and safety legislation • relevant Ethiopian and international environmental protection legislation

Evidence Guide

Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of:</p> <ul style="list-style-type: none"> • selecting routing for road and rail freight transport • advising on and organizing the packaging, packing, stowage and storage of freight for road and rail transport • completing freight forwarding calculations for road and rail freight transport
--------------------------------	--

	<ul style="list-style-type: none"> • assisting in the organization of insurance for road and rail freight transport • organizing permits, authorizations etc. needed for road and rail freight transport • liaising with the freight forwarding global network when organizing road and rail freight transport • tracking and tracing international cargo being forwarded by road and rail transport • completing documentation and records required for road and rail freight transport
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations and conventions applicable to the planning and organizing of international freight forwarding involving road and rail transport (including the importing, exporting and transiting of goods) • Standard procedures, codes of practice, conventions and protocols for planning and organizing international freight forwarding involving road and rail transport (including the importing, exporting and transiting of goods) • Relevant OHS and environmental procedures and regulations • Principles of international trade and commerce • Principles and forms of road and rail freight transport • Types of road vehicles, trains and rolling stock - their applications, capacity and routes • Major road and rail routes, services, conferences, road and rail freight terminals as they apply to road and rail freight transport • Freight handling and terminal equipment at major worldwide road and rail freight terminals • Definitions, purpose and use of Incoterms and Combiterms • Freight types, consignments and consolidations • Road and rail containers and containerisation, including types, purposes, dimensions and specifications; loading principles and processes; load planning for containers • Sources of information and documentation needed when planning and organizing international freight forwarding by road and rail transport, including permits and authorizations • Principles and techniques of closed-loop communication in which checks are made to confirm that messages and responses being given or received are unambiguous and are correctly and clearly understood

	<ul style="list-style-type: none"> • Understanding of the principles of quality assurance and customer service standards, policies and procedures as they apply in the international freight forwarding industry • Typical problems that can occur when planning and organizing international freight forwarding by road and rail transport and related appropriate action that can be taken to prevent or solve them
--	---

Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when planning and organizing international freight forwarding involving road and rail transport, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language) • Read and interpret instructions, procedures, information and signs relevant to the planning and organizing of international freight forwarding involving road and rail transport • Interpret and follow operational instructions and prioritize work • Complete documentation related to the planning and organizing international freight forwarding by road and rail transport, including the use of calculators and data entry to a computer • Operate information and communication technology to required protocol • Perform required estimates and calculations of variables such as size, weight, distance, risk and costs when planning and organizing international freight forwarding involving road and rail transport • Work collaboratively with others when planning and organizing international freight forwarding involving road and rail transport • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any identified problems that may arise when planning and organizing international freight forwarding involving road and rail transport in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may occur when planning and organizing international freight forwarding involving road and rail transport • Monitor work activities in terms of planned schedule and deadlines
---------------------	---

	<ul style="list-style-type: none"> • Apply relevant codes of practice and applicable legislative requirements • Modify activities depending on differing operational contingencies, risk situations and environments • Select and appropriately apply technology, information systems and procedures to complete workplace tasks • Select and use required personal protective equipment conforming to industry and OHS standards • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Operate and adapt to differences in equipment in accordance with standard operating procedures
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Apply Knowledge of Freight Forwarding Documentation and Permits
Unit Code	EIS FFM5 04 1212
Unit Descriptor	This unit covers the competency required to develop, maintain and apply an in-depth understanding of required documentation, forms and permits to advanced freight forwarding activities. This includes the demonstration of the required knowledge of documentation, forms and permits; the consistent interpretation and application of that knowledge to the freight forwarding role and functions; and undertaking sufficient appropriate continuous professional development activities to maintain the currency of the required knowledge and understanding. International freight forwarding covers the importing, exporting and transiting of freight.

Element	Performance Criteria
1 Access and interpret information on freight forwarding documentation and permits	<p>1.1 Information on the requirements for freight forwarding documentation and permits is regularly accessed from appropriate sources.</p> <p>1.2 Information on the requirements for freight forwarding documentation and permits is interpreted and applied when working on freight forwarding projects.</p> <p>1.3 Continuous professional development is undertaken to ensure a current knowledge of the requirements for freight forwarding documentation and permits as per industry practice and company standard procedures.</p>
2 Demonstrate the required knowledge of freight forwarding documentation and permits	2.1 Knowledge of the requirements for freight forwarding documentation and permits needed to perform effectively as an international freight forwarder is demonstrated through the successful completion of a range of assignments and both real and simulated freight forwarding projects.
3 Apply information knowledge of freight forwarding documentation and permits to the freight forwarding functions	3.1 Current information on the requirements for freight forwarding documentation and permits is consistently applied when carrying out the international freight forwarding role and functions.

Variable	Range
Freight forwarding	includes services related to: <ul style="list-style-type: none"> • the importing of goods • the exporting and the transiting of goods
International freight forwarding documentation and permits	may include but are not limited to: <ul style="list-style-type: none"> • standard FIATA forms and documentation such as: <ul style="list-style-type: none"> ➤ a Negotiable Multimodal Transport Bill of Lading (FB/L) ➤ a Non-negotiable Multimodal Transport Waybill (FWB) ➤ a Forwarders Certificate of Receipt (FCR) ➤ a Forwarders Certificate of Transport (FCT) ➤ a Forwarders Warehouse Receipt (FWR) ➤ a Forwarders Forwarding Instructions (FFI) ➤ a Shippers Declaration for the Transport of Dangerous Goods (SDT) ➤ a Shippers Intermodal Weight Certification (SIWC) ➤ an Original Bill of Lading (OB/L) ➤ a Master Air Waybill (MAWB) ➤ a House Bill of Lading (HBL) ➤ a House Air Waybill (HAWB) ➤ Multimodal Transport Bill of Lading (MTB/L) • sales contracts • bills of lading, waybills or consignment notes • commercial invoices with an Incoterm and extra details to ensure proper passage and clearance • packing lists • origin certificates • packing declarations regarding wood and other materials of plant origin • fumigation or other treatment certificates for shipments containing wood or other materials of plant origin • delivery notes • container lists • insurance policies • insurance certificates • insurance claim forms • cargo manifests • pre-advice and pre-alert documents • veterinary certificates for materials of biological origin which are for human consumption • health and phytosanitary certificates • quality analysis or weight/measurement certificates • consular documents • inspection certificates and SGS reports

<p>Information and communication technology systems</p>	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • data storage and management systems • Electronic Freight Forwarding Management Systems (FFMS) • Electronic Warehouse Management Systems (WMS) • Electronic Transportation Management System (TMS) • Internet and web based technology • Electronic Data Interchange (EDI) • EDI for Administration of Commerce (EDIFACT) • Value-added Network (VAN) • IP-based telecommunications systems • Local Area Networks (LANS) • Wireless Area Networks (WANS) • broadband internet systems including ADSL, dedicated broadband lines and wireless systems • barcoding systems • Radio Frequency Identification (RFID) systems used in warehouses and logistics facilities • E-commerce security systems <p>may involve:</p> <ul style="list-style-type: none"> • face-to-face conversation • telephone including fixed, mobile and IP phones • fax • email • Electronic Data transfer of Information (EDI) • mail 		
<p>The range of documentation, forms and permits required for international freight forwarding is dependent upon a variety of factors</p>	<p>including:</p> <ul style="list-style-type: none"> • the mode of transport • the nature of the goods • the routing and country of destination • the requirements for import quarantine, health and customs controls in applicable countries • the sales contract • the terms of documentary credits • the relationship and arrangements of the seller and buyer 		
<p>Consultative processes</p>	<p>may involve:</p> <ul style="list-style-type: none"> • customers • a global network of international and domestic agents, regulatory authorities, carriers, suppliers, and other freight forwarding contacts • relevant regulatory authorities and institutions • freight forwarding specialists in areas such as dangerous goods, special cargoes etc. • management 		
<p>Page 35 of 122</p>	<p>Ministry of Education Copyright</p>	<p>International Freight Forwarding Operations Management Ethiopian Occupational Standard</p>	<p>Version 2 September 2013</p>

	<ul style="list-style-type: none"> • other employees and supervisors • other professional or technical staff
Depending on the type of organization concerned and the local terminology used, workplace procedures	<p>may include:</p> <ul style="list-style-type: none"> • company procedures • enterprise procedures • organizational procedures • established procedures
Sources of information required to perform international freight forwarding functions	<p>may include:</p> <ul style="list-style-type: none"> • websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CASA, Ethiopian Customs and Border Protection Service, quality standard of Ethiopian pia, government agencies responsible for transport security etc. • key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
Operational information / documents	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • summaries and definitions of Incoterms and Combiterms • workplace standard operating procedures and policies • customers' instructions and transport requirements • applicable standard international freight forwarding forms and documents • operations manuals, job specifications and procedures and induction documentation • Ethiopian and international standards, criteria and certification requirements • data obtained through information and communications technology equipment and oral, aural or signed communications • freight forwarding competency standards and training materials • freight forwarder company's quality assurance standards and procedures • manifests, bar codes, goods and container identification • emergency procedures
Applicable regulations and legislation	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight

	<ul style="list-style-type: none"> • relevant regulations for the import and export of cargo • Ethiopian and international standards and certification requirements • relevant regulations pertaining to international trading and financial transactions • relevant Ethiopian and international transport security and safety legislation • relevant Ethiopian and international environmental protection legislation
--	---

Evidence Guide	
Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of:</p> <ul style="list-style-type: none"> • maintaining a current knowledge of the documentation, forms and permits required in international freight forwarding through appropriate continuous professional development activities • interpreting and applying a current knowledge of the required documentation, forms and permits to the international freight forwarding role and functions
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Relevant Ethiopian and international conventions, codes of practice and regulatory requirements for the completion of documentation, forms and permits in international freight forwarding (including those applicable to the importing, exporting and transiting of goods) • Documents, forms and permits required in freight forwarding • Procedures and protocols for the preparation and processing of documentation, forms and permits in international freight forwarding • Responsibilities and liabilities of the freight forwarder in ensuring that all required documentation, forms and permits are accurately and correctly prepared • Definitions, purpose and use of Incoterms and Combiterms • International sales contracts - principles, conditions and specifications, consequences of poor preparation or mistakes • Documentation requirements for billing and accounts • Systems and processes for the on-line completion of documentation and forms • Ethiopian Customs and Border Protection requirements including:

	<ul style="list-style-type: none"> ➤ general information on the Ethiopian Customs administration ➤ Ethiopian Customs and Border Protection tariffs ➤ Ethiopian Customs and Border Protection procedures ➤ international conventions ➤ GST (applicable rate and taxable value) ➤ Control of import and export consignments ➤ import licenses e.g. for certain types of dangerous goods ➤ veterinarian control and live plant control (phytosanitary control) ➤ intellectual property, counterfeit, artifacts, boycott issues <ul style="list-style-type: none"> • Sources of information on the documentation, forms and permits required when providing international freight forwarding services • Principles and techniques of closed-loop communication in which checks are made to confirm that messages and responses being given or received are unambiguous and are correctly and clearly understood • Understanding of the principles of quality assurance and customer service standards, policies and procedures as they apply in the international freight forwarding industry • Typical problems that can occur when preparing and processing required documentation, forms and permits in international freight forwarding and related appropriate action that can be taken to prevent or resolve them
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when preparing and processing required documentation, forms and permits, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language) • Read and interpret instructions, procedures and other information relevant to the preparation and processing of documentation, forms and permits needed in international freight transport • Interpret and follow operational instructions and prioritize work • Complete the preparation and processing of documentation, forms and permits required in international freight forwarding, including data entry to a computer system

	<ul style="list-style-type: none"> • Operate applicable information and communication technology to required protocol • Work collaboratively with others when preparing and processing required documentation, forms and permits • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any identified problems that may arise when preparing and processing required documentation, forms and permits in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may occur when preparing and processing required documentation, forms and permits • Monitor work activities in terms of planned schedule • Apply relevant national and international codes of practice, regulations and legislative requirements • Modify activities depending on differing operational contingencies, risk situations and environments • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Select and appropriately apply information and communication systems and procedures to complete workplace tasks • Operate and adapt to differences in information and communication equipment in accordance with standard operating procedures
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Apply Knowledge of ICT to International Freight Forwarding Activities
Unit Code	EIS FFM5 05 1212
Unit Descriptor	This unit involves the skills and knowledge required to develop, update and apply an understanding of current relevant ICT (information and communication technology) to advanced freight forwarding activities. This includes the demonstration of the required knowledge of applicable ICT; the consistent interpretation and application of that knowledge to the freight forwarding role and functions; and undertaking sufficient appropriate continuous professional development activities to maintain the currency of the required knowledge and understanding. International freight forwarding covers the importing, exporting and transiting of freight.

Elements	Performance Criteria
1 Access and interpret data on applicable ICT	<p>1.1 Data on ICT applicable to international freight forwarding is regularly accessed from appropriate sources.</p> <p>1.2 Information systems on applicable ICT is interpreted and applied when working on freight forwarding projects.</p> <p>1.3 Continuous professional development is undertaken to ensure a current knowledge of applicable ICT as per industry practice and company standard procedures.</p>
2 Demonstrate the required knowledge of applicable ICT	2.1 Knowledge of applicable ICT required to perform effectively as an international freight forwarder is demonstrated through the successful completion of a range of assignments and both real and simulated freight forwarding projects.
3 Apply knowledge of ICT to the freight forwarding functions	3.1 Current information on applicable ICT is consistently applied when carrying out the international freight forwarding role and functions.

Variable	Range
International freight forwarding	includes services related to: <ul style="list-style-type: none"> • the importing of goods • the exporting and the transiting of goods

<p>Information and communication technology (ICT) systems</p>	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • data storage and management systems • Electronic Freight Forwarding Management Systems (FFMS) • Electronic Warehouse Management Systems (WMS) • Electronic Transportation Management System (TMS) • Internet and web based technology • Electronic Data Interchange (EDI) • EDI for Administration of Commerce (EDIFACT) • Value-added Network (VAN) • IP-based telecommunications systems • Local Area Networks (LAN) • Wireless Area Networks (WAN) • broadband internet systems including ADSL, dedicated broadband lines and wireless systems • barcoding systems • Radio Frequency Identification (RFID) systems used in warehouses and logistics facilities • E-commerce security systems • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • workplace standard operating procedures and policies for the use of ICT in international freight forwarding functions • customers' instructions and transport requirements • standard FIATA forms and documentation such as: <ul style="list-style-type: none"> ➤ a Non-negotiable Multimodal Transport Waybill (FWB) ➤ a Non-negotiable Multimodal Transport Waybill (FWB) ➤ a Forwarders Certificate of Receipt (FCR) ➤ a Forwarders Certificate of Transport (FCT) ➤ a Forwarders Warehouse Receipt (FWR) ➤ a Forwarders Forwarding Instructions (FFI) ➤ a Shippers Declaration for the Transport of Dangerous Goods (SDT) ➤ a Shippers Intermodal Weight Certification (SIWC) ➤ an Original Bill of Lading (OB/L) ➤ a Master Air Waybill (MAWB) ➤ a House Bill of Lading (HBL) ➤ a House Air Waybill (HAWB) ➤ Multimodal Transport Bill of Lading (MTB/L) • cargo manifests • pre-advice and pre-alert documents • operations manuals, job specifications and procedures and induction documentation
---	---

	<ul style="list-style-type: none"> • Ethiopian and international standards, criteria and certification requirements • data obtained through information and communications technology equipment and oral, aural or signed communications • freight forwarding competency standards and training materials • freight forwarder company's quality assurance standards and procedures • emergency procedures <p>may involve:</p> <ul style="list-style-type: none"> • face-to-face conversation • Electronic Data Interchange (EDI) • telephone including fixed, mobile and IP phones • fax • email • mail
Sources of information required to perform international freight forwarding functions	<p>may include:</p> <ul style="list-style-type: none"> • websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CASA, Ethiopian Customs and Border Protection Service, government agencies responsible for transport security etc. • key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
Consultative processes	<p>may involve:</p> <ul style="list-style-type: none"> • customers • other employees and supervisors • global network of international and domestic agents, suppliers, clients • relevant regulatory authorities and institutions • management • information and communication technology specialists • other professional or technical staff
Depending on the type of organization concerned and the local terminology used, workplace procedures	<p>may include:</p> <ul style="list-style-type: none"> • company procedures • enterprise procedures • organizational procedures • established procedures

Applicable regulations and legislation	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • relevant regulations for the import and export of cargo • relevant regulations for the use of ICT systems in freight forwarding activities • Ethiopian and international standards and certification requirements • relevant regulations pertaining to international trading and financial transactions • relevant Ethiopian and international transport security and safety legislation • relevant Ethiopian and international environmental protection legislation
--	---

Evidence Guide	
Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of:</p> <ul style="list-style-type: none"> • maintaining a knowledge of current information and communication technology as they relate to international freight forwarding functions through appropriate continuous professional development activities • interpreting and applying the required knowledge of applicable current information and communication technology to the international freight forwarding role and functions
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Procedures and protocols when using ICT • Relevant OHS and environmental procedures and regulations • Principles of data storage and management systems used in international freight forwarding • Internet and web based technology used in international freight forwarding • Principles of Electronic Data Interchange (EDI) and procedures for its use • Principles of Value-added Network (VAN) and procedures for its use • IP-based telecommunications systems and their application in international freight forwarding • Email protocols and procedures • Principles of barcoding and its use in logistics and freight forwarding

	<ul style="list-style-type: none"> • Principles of 3PL and 4PL logistics etc. as they apply to the freight forwarder including the applications and benefits of using Radio Frequency Identification (RFID) systems in the supply chain • Basic e-commerce data security principles, systems, precautions and procedures • Principles of electronic transactions • Sources of information and documentation needed when using ICT in international freight forwarding functions • Principles and techniques of closed-loop communication in which checks are made to confirm that messages and responses being given or received are unambiguous and are correctly and clearly understood • Understanding of the principles of quality assurance and customer service standards, policies and procedures as they apply in the international freight forwarding industry • Typical problems that can occur when using ICT and related appropriate action that can be taken to prevent or resolve them
--	---

Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when using ICT in freight forwarding activities, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language) • Read and interpret instructions, procedures and other information relevant to the use of current ICT in freight forwarding activities • Interpret and follow operational instructions and prioritize work • Complete documentation related to the provision of freight forwarding services to customers including data entry to a computer • Retrieve and enter data within applicable information technology systems • Operate ICT to required protocol • Work collaboratively with others when using ICT • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any identified problems that may arise when using ICT in accordance with workplace procedures
---------------------	---

	<ul style="list-style-type: none"> • Implement contingency plans for unanticipated situations that may occur when using ICT • Apply relevant codes of practice and legislative requirements including local and international freight • Modify activities depending on differing operational contingencies, risk situations and environments • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Select and appropriately apply ICT systems and procedures to complete workplace tasks • Operate and adapt to differences in information and communication equipment in accordance with standard operating procedures
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Apply Knowledge of the International Freight Forwarding Industry
Unit Code	EIS FFM5 06 1212
Unit Descriptor	This unit involves the skills and knowledge required to develop, update and apply an in-depth understanding of the international freight forwarding industry to advanced freight forwarding activities. This includes the demonstration of the required industry knowledge; the consistent interpretation and application of that knowledge to the freight forwarding role and functions; and undertaking sufficient appropriate continuous professional development activities to maintain the currency of the required knowledge and understanding. International freight forwarding covers the importing, exporting and transiting of freight.

Elements	Performance Criteria
1 Access and interpret information on the international freight forwarding industry	<p>1.1 Information on the international freight forwarding industry is regularly accessed from appropriate sources.</p> <p>1.2 Information on the international freight forwarding industry is interpreted and applied when working on freight forwarding projects.</p> <p>1.3 Continuous professional development is undertaken to ensure a current knowledge of the freight forwarding industry as per industry practice and company standard procedures.</p>
2 Demonstrate the required knowledge of the international freight forwarding industry	2.1 The knowledge of the international freight forwarding industry required to perform effectively as an international freight forwarder is demonstrated through the successful completion of a range of assignments and both real and simulated freight forwarding projects.
3 Apply industry information to the freight forwarding role and functions	3.1 Current information on the international freight forwarding industry is consistently applied when carrying out the international freight forwarding role and functions.

Variable	Range		
International freight forwarding	includes services related to: <ul style="list-style-type: none"> • the importing of goods • the exporting of goods • the transiting of goods 		
Knowledge of global transportation and freight forwarding	includes: <ul style="list-style-type: none"> • regulatory frameworks as they relate to the import and export of goods and related aspects of both international and domestic freight transport • regions, continents and the most important trading countries • the main flows of freight traffic world-wide, including sea, air, road, rail, inland waterways and multimodal transport • an understanding of key transport terminals, sea ports, airports etc. • physical and climatic conditions of international transport routes and destinations • times and time zones • geopolitical aspects of international freight transport • economic and trading situations and agreements covers regions such as: <ul style="list-style-type: none"> • Ethiopian • Southeast Asia • South Pacific • North America • Central America/West Indies • South America • Europe (Northern and Mediterranean) • Central Asia • East Asia/Indian Sub-Continent • The Middle East • Africa 		
Information/documents	may include but are not limited to: <ul style="list-style-type: none"> • Ethiopian and international regulations and conventions relevant to the international transfer of freight • summaries and definitions of Incoterms and Combiterms • customers' instructions and transport requirements • workplace standard operating procedures and policies • operations manuals, job specifications and procedures and induction documentation 		
Page 47 of 122	Ministry of Education Copyright	International Freight Forwarding Operations Management Ethiopian Occupational Standard	Version 2 September 2013

	<ul style="list-style-type: none"> • agents advice on available transport options, timetables, schedules and issues • standard FIATA forms and documentation such as: <ul style="list-style-type: none"> ➤ a Negotiable Multimodal Transport Bill of Lading (FB/L) ➤ a Non-negotiable Multimodal Transport Waybill (FWB) ➤ a Forwarders Certificate of Receipt (FCR) ➤ a Forwarders Certificate of Transport (FCT) ➤ a Forwarders Warehouse Receipt (FWR) ➤ a Forwarders Forwarding Instructions (FFI) ➤ a Shippers Declaration for the Transport of Dangerous Goods (SDT) ➤ a Shippers Intermodal Weight Certification (SIWC) ➤ an Original Bill of Lading (OB/L) ➤ a Master Air Waybill (MAWB) ➤ a House Bill of Lading (HBL) ➤ a House Air Waybill (HAWB) ➤ Multimodal Transport Bill of Lading (MTB/L) • cargo manifests • pre-advice and pre-alert documents • operations manuals, job specifications and procedures and induction documentation • relevant Ethiopian and international standards, criteria and certification requirements • data obtained through communications technology equipment and oral, aural or signed communications • freight forwarder company's quality assurance standards and procedures • emergency procedures <p>Sources of information may include:</p> <ul style="list-style-type: none"> • websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, AMSA, Ethiopian Customs and Border Protection Service, AQIS, government agencies responsible for transport security etc. • key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
--	---

<p>The role and functions of an international freight forwarder</p>	<p>include:</p> <ul style="list-style-type: none"> • advising customers on and planning suitable modes of transport and the routing of international freight transport including booking space with carriers and making arrangements for pick up, carriage and delivery of the goods • applying an in-depth understanding of worldwide transport geography to international freight forwarding • liaising with a global network of related companies and agents and contacts in all major ports and cities on international freight forwarding matters • organizing for the transport of special cargoes, special freight forwarding projects and dangerous goods • recognizing, inspecting and following applicable regulatory requirements when any dangerous goods are offered for shipment • organizing the consolidation of shipments • managing risk in international freight forwarding and for international freight transport including finding alternative routing in the event of contingencies • assisting in the organization of suitable insurance arrangements • managing the documentation requirements for international freight and obtaining any unique certificates necessary to import and export goods • negotiating rates and contracts and ensuring that the sales contract negotiated between the international buyer and the seller is executed smoothly and efficiently • ensuring maintenance of billings, and accounts • applying a knowledge of the legalities and liabilities of key parties involved in international freight transportation and complying with the ethical standards of international freight forwarding • completing all calculations required in international freight forwarding • advising on and organizing for the packaging, packing, labelling, documenting, loading stowage and storage of international freight • assisting in the clearance and release of international freight from customs or other detention • promoting and marketing the international freight forwarding business of the organization concerned • tracking and tracing international freight shipments from door to door
---	--

	<ul style="list-style-type: none"> • providing quality customer service • communicating regularly with customers
Requirements for work	<p>may include:</p> <ul style="list-style-type: none"> • freight forwarding protocols and procedures • compliance with relevant regulations • information and communication systems and equipment • workplace organization • sales contracts • hours of operation • authorities and permits
Parameters of freight forwarding services relevant to customer requirements	<p>may include:</p> <ul style="list-style-type: none"> • standard procedures for the international forwarding of freight • type of transport modes • various consignment methods • relevant regulations and legislative requirements • required import/export documentation and requirements • transport security requirements • insurance requirements • service costs • payment requirements and procedures • fiduciary and legal responsibilities of either party
Consultative processes	<p>may involve:</p> <ul style="list-style-type: none"> • customers • a global network of international and domestic agents, regulatory authorities, carriers, suppliers, and other freight forwarding contacts • other employees and supervisors • freight forwarding specialists in areas such as dangerous goods, special cargoes etc. • management • other professional or technical staff
Depending on the type of organization concerned and the local terminology used, workplace procedures	<p>may include:</p> <ul style="list-style-type: none"> • company procedures • enterprise procedures • organizational procedures • established procedures
Communications systems	<p>may involve:</p> <ul style="list-style-type: none"> • face-to-face conversation • telephone including fixed, mobile and IP phones • fax • email

	<ul style="list-style-type: none"> • Electronic Data transfer of Information (EDI) • mail
Applicable regulations and legislation	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • relevant regulations for the import and export of cargo • Ethiopian and international standards and certification requirements • relevant regulations pertaining to international trading and financial transactions • relevant Ethiopian and international environmental protection legislation

Evidence Guide	
Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of:</p> <ul style="list-style-type: none"> • maintaining a current knowledge of the international freight forwarding industry through appropriate continuous professional development activities • interpreting and applying the required industry knowledge to the international freight forwarding role and functions
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Overview of the international freight forwarding industry including the business aspects of freight forwarding and the key activities of freight forwarding companies • Overview of Ethiopian and international regulations, conventions and codes of practice applicable to international freight forwarding (including the importing, exporting and transiting of goods) • Legalities and liabilities in international transport and freight forwarding • Ethical responsibilities in freight forwarding • Relevant OHS and environmental procedures and regulations • The typical organizational structure of an international freight forwarding company • The role and functions of an international freight forwarder

	<ul style="list-style-type: none"> • Ethiopian and international regulatory authorities in international freight forwarding and trade include but are not limited to: <ul style="list-style-type: none"> ➤ Ethiopian Customs and Border Protection Service ➤ EMAA (Ethiopian Maritime Affairs Authority) ➤ EQSA (Ethiopian Quality Standard Authority) ➤ CASA (Ethiopian Civil Aviation Authority) ➤ ESLSE(Ethiopian Shipping & Logistics Service Enterprise) ➤ IATA (International Air Transport Association) ➤ ICAO (International Civil Aviation Organization) ➤ IMO (International Maritime Organization) ➤ government agencies responsible for transport security • Other Ethiopian and international organizations in forwarding and trade (professional associations, industry associations, unions etc.). Examples include but are not limited to: <ul style="list-style-type: none"> ➤ ATC (Ethiopian Transport Council) ➤ ARA (Ethiopian Railway Association) ➤ FIATA (International Federation of Freight Forwarders Associations) ➤ OTIF (Intergovernmental Organization for International Carriage by Rail) ➤ TIACA (The International Air Cargo Association) ➤ UIC (International Railway Union) ➤ UIRR (International Union of Combined Road-Rail Transport Companies) • The basics of international trade and commerce • Definitions, purpose and use of Incoterms and Combiterms • An in-depth and up-to-date knowledge of global freight forwarding geography • An understanding of the geopolitical aspects of international freight transport • Modes of international transport including sea, air, road, rail and multimodal • Freight forwarding equipment, processes and systems for the various modes of international freight transport • The use of containers and containerization in international freight transport • Parameters of freight forwarding services relevant to customer requirements.
--	---

	<ul style="list-style-type: none"> • Special transport services including consolidation, special cargoes and special forwarding projects • An overview of risk management and the typical problems that can occur when providing
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when providing international freight forwarding services, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language) • Read and interpret instructions, procedures, and other information relevant to the provision of international freight forwarding services • Interpret and follow operational instructions and prioritize work • Complete documentation related to the provision of international freight forwarding services, including data entry to a computer system • Operate information and communication technology equipment to required protocol • Work collaboratively with others when providing international freight forwarding services • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any identified problems that may arise when providing international freight forwarding services in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may occur when providing international freight forwarding services • Monitor work activities in terms of planned schedule and deadlines • Apply relevant Ethiopian and international codes of practice and legislative requirements • Modify activities depending on differing operational contingencies, risk situations and environments • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment

	<ul style="list-style-type: none"> • Operate and adapt to differences in equipment as per standard operating procedures • Select and use required personal protective equipment conforming to industry and OHS standards
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Apply Knowledge of Logistics, Storage and Distribution to International Freight Forwarding
Unit Code	EIS FFM5 07 1212
Unit Descriptor	This unit involves the skills and knowledge required to develop, update and apply knowledge of logistics, warehousing, storage and distribution when performing advanced international freight forwarding activities. This includes the demonstration of the required knowledge of logistics, warehousing, storage and distribution; the consistent interpretation and application of that knowledge to the freight forwarding role and functions; and undertaking sufficient appropriate continuous professional development activities to maintain the currency of the required knowledge and understanding. International freight forwarding covers the importing, exporting and transiting of freight.

Elements	Performance Criteria
1 Access and interpret information on logistics, warehousing, storage and distribution	<p>1.1 Information on logistics, warehousing, storage and distribution aspects of international freight forwarding is regularly accessed from appropriate sources.</p> <p>1.2 Information on logistics, warehousing, storage and distribution is interpreted and applied when working on freight forwarding projects.</p> <p>1.3 Continuous professional development is undertaken to ensure a current knowledge of logistics, warehousing, storage and distribution aspects of international freight forwarding as per industry practice and company standard procedures.</p>
2 Demonstrate the required knowledge of logistics, warehousing, storage and distribution	2.1 Quality standards and procedures for export logistics processes are confirmed and/or updated in accordance with workplace procedures.
3 Apply information knowledge of logistics, warehousing, storage and distribution.	3.1 Current information on logistics, warehousing, storage and distribution aspects of international freight forwarding is consistently applied when carrying out the international freight forwarding role and functions.

Variable	Range
International freight forwarding	includes services related to: <ul style="list-style-type: none"> • the importing of goods • the exporting of goods • the transiting of goods
Logistics	encompasses: <ul style="list-style-type: none"> • the process of planning, implementing, and controlling the efficient, effective flow and storage of goods, services, and related information from point of origin to point of consumption for the purpose of conforming to customer requirements
Distribution	systems encompass: <ul style="list-style-type: none"> • the procedures, methods, equipment, and facilities, designed and interconnected to facilitate and monitor the flow of goods or services from the source to the end user centers are: <ul style="list-style-type: none"> • warehousing facilities located throughout a supply chain in which goods are sorted, assembled, staged or stored temporarily
Types of storage/warehouse	include: <ul style="list-style-type: none"> • private warehouses • bonded warehouses • public warehouses charges may include: <ul style="list-style-type: none"> • storage charges • warehouse rent • warehouse insurance • warehouse handling fees • ancillary charges • IT based invoicing
Supply chain management	encompasses: <ul style="list-style-type: none"> • the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. It also includes coordination and collaboration with suppliers, intermediaries, third-party service providers, and customers
Warehouse equipment and systems	include: <ul style="list-style-type: none"> • racking and layout systems • lift trucks and VNA (very narrow aisle) trucks • automated conveyor lines • order picking equipment • fully automated warehouse systems

Sources of information required to perform International freight forwarding functions	<p>may include:</p> <ul style="list-style-type: none"> • websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CASA, Ethiopian Customs and Border Protection Service, EQSA, government agencies responsible for transport security etc. • key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
Consultative processes	<p>may involve:</p> <ul style="list-style-type: none"> • customers • logistics, warehousing and distribution contacts and specialists • other employees and supervisors • relevant regulatory authorities and institutions • management • other professional or technical staff
Depending on the type of organization concerned and the local terminology used, workplace procedures	<p>may include:</p> <ul style="list-style-type: none"> • company procedures • enterprise procedures • organizational procedures • established procedures
Communications systems	<p>may involve:</p> <ul style="list-style-type: none"> • face-to-face conversation • telephone including fixed, mobile and IP phones • fax • email • Electronic Data transfer of Information (EDI) • mail
Information/documents	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • customers' instructions and transport requirements • workplace standard operating procedures and policies • warehousing forms and documentation such as: <ul style="list-style-type: none"> ➢ a FIATA Forwarder's Warehouse Receipt (FWR) ➢ private warehouse receipt ➢ a warrant warehouse receipt • cargo manifests • operations manuals, job specifications and procedures and induction documentation

	<ul style="list-style-type: none"> • freight forwarding competency standards and training materials • Ethiopian and international standards, criteria and certification requirements • data obtained through communications technology equipment and oral, aural or signed communications • freight forwarder company's quality assurance standards and procedures • information accessed through communications/computer technology and equipment, and verbal or signed communications • freight forwarder company's quality assurance standards and procedures • emergency procedures
Applicable regulations and legislation	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • relevant regulations for the import and export of cargo • Ethiopian and international standards and certification requirements • relevant regulations pertaining to international trading and financial transactions • relevant Ethiopian and international transport security and safety legislation • relevant Ethiopian and international environmental protection legislation

Evidence Guide

Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of:</p> <ul style="list-style-type: none"> • maintaining a current knowledge of the logistics, warehousing, storage and distribution issues as they relate to the international freight forwarding industry through appropriate continuous professional development activities • interpreting and applying the required knowledge of logistics, warehousing, storage and distribution to the international freight forwarding role and functions • other relevant aspects of the range statement
--------------------------------	---

<p>Underpinning Knowledge and Attitudes</p>	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Relevant Ethiopian and international regulations, conventions, codes of practice and legislative requirements (including those applicable to the importing, exporting and transiting of goods) • the origins of logistics systems • The main steps in logistics projects • Basic understanding of logistics terms such as JIT, 'pull systems', physical distribution systems, supply chain management, tailor made services etc. • The role of the forwarder in logistics activities • The forwarder's functions in the supply chain processes • the role of logistics providers and related physical distribution systems • The procedures of warehousing as they relate to freight forwarding • Types of warehouses • Financial aspects of storage • Rights and duties of the warehouse operator and the customer • Warehouse charges and rent • Documentation and information and communication technology systems used in warehouses • Sources of information required to perform international freight forwarding functions • Principles and techniques of closed-loop communication in which checks are made to confirm that messages and responses being given or received are unambiguous and are correctly and clearly understood • the principles of quality assurance and customer service standards, policies and procedures as they apply in the international freight forwarding industry 		
<p>Underpinning Skills</p>	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when applying a knowledge of logistics, warehousing, storage and distribution to international freight forwarding functions, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language) and regulations relevant to logistics, warehousing, storage and distribution aspects of international freight forwarding 		
<p>Page 59 of 122</p>	<p>Ministry of Education Copyright</p>	<p>International Freight Forwarding Operations Management Ethiopian Occupational Standard</p>	<p>Version 2 September 2013</p>

	<ul style="list-style-type: none"> • Interpret and follow operational instructions and prioritize work • Complete documentation related to the provision of international freight forwarding services, including data entry to a computer • Operate electronic communication equipment to required protocol • Work collaboratively with others when providing international freight forwarding services • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any identified problems that may arise when providing international freight forwarding services in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may occur when providing international freight forwarding services • Monitor work activities in terms of planned schedule • Modify activities depending on differing operational contingencies, risk situations and environments • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Select and appropriately apply technology, information systems and procedures to complete workplace tasks • Operate and adapt to differences in equipment in accordance with standard operating procedures • Select and use required personal protective equipment conforming to industry and OHS standards
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Review Contracts, Insurance, Risk and Liability in the International Freight Forwarding Context
Unit Code	EIS FFM5 08 1212
Unit Descriptor	This unit involves the skills and knowledge required to review contracts, insurance, risk and liability in the international freight forwarding context. This includes examining an international freight forwarding sales contract; examining an international freight forwarding service contract; managing risk in international freight forwarding; assisting in organizing transport insurance requirements; confirming or organizing liability insurance requirements; assisting a customer to make a claim on a transport insurance policy; and making a claim on a liability insurance policy. International freight forwarding covers the importing, exporting and transiting of freight.

Elements	Performance Criteria
1 Examine an international freight forwarding sales contract	<p>1.1 The sales contract (or evidence of the sales contract) is reviewed and the relevant Incoterm and other factors relevant to the forwarder are confirmed and used as the basis for the apportionment of costs throughout the forwarding activities.</p> <p>1.2 The sales contract is used to determine project deadlines as well as the respective responsibilities, rights and liabilities between the buyer and seller in any given transaction.</p>
2 Examine an international freight forwarding service contract	<p>2.1 The service contract and supporting documents are reviewed and confirmed.</p> <p>2.2 The service contract and supporting documents are interpreted and the required action is taken.</p>
3 Manage risk in international freight forwarding	<p>3.1 The risks associated with a planned international freight forwarding activity are assessed using appropriate risk analysis techniques.</p> <p>3.2 Suitable strategies for controlling the identified risks are established in consultation with the customer.</p> <p>3.3 Risk factors are identified and monitored throughout the freight forwarding project.</p> <p>3.4 Alternative routing and other risk control measures are implemented where justified in the event of critical contingencies that arise before or during the freight transport.</p> <p>3.5 Checks are made that all conventions for international freight transport are fulfilled.</p>

<p>4 Assist in organizing insurance requirements for international freight forwarding</p>	<p>4.1 Insurance requirements for the international freight transport are evaluated as per standard procedures taking into account the critical risk factors in the project.</p> <p>4.2 Assistance is provided in organizing an appropriate policy providing the required cover for the project where required.</p> <p>4.3 In the event of loss or damage, assistance is provided to the customer to make a claim on the insurance as per the policy requirements and standard procedures.</p> <p>4.4 All documentation to support an insurance claim is lodged with the insurer as per policy requirements.</p>
<p>5 Manage legal liability in an international freight forwarding project</p>	<p>5.1 Risks of legal liabilities towards customers and third parties as a direct result of an internal mistake or negligence on the part of the forwarder are evaluated using appropriate risk analysis techniques.</p> <p>5.2 Appropriate liability insurance is confirmed or organized that provides the required cover for the risks involved.</p> <p>5.3 In the event of loss or damage directly attributable to a forwarder's mistake or an act of negligence, a claim is made on the insurance as per the policy requirements and standard procedures.</p> <p>5.4 All documentation to support an insurance claim is lodged with the insurer as per policy requirements.</p>

Variable	Range
<p>Supporting documents to a service contract</p>	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • Shipper's Letter of Instruction (SLI) • invoice • insurance certificate • regulatory requirements (including permit issuing requirements) in both importing and exporting countries
<p>Risks</p>	<p>include but are not limited to:</p> <ul style="list-style-type: none"> • damage to the cargo • transport accident • breaches of security • theft and fraud • terrorism • revolution • war • political instability • strikes

	<ul style="list-style-type: none"> • lockouts • work slowdowns • natural disasters • climate • port congestion • overbooked carrier
International freight forwarding activity	<p>includes services related to:</p> <ul style="list-style-type: none"> • the importing of goods • the exporting and the transiting of goods
Provisions and stipulations that	<p>should be in a sales contract include:</p> <ul style="list-style-type: none"> • detailed description of the goods • precise quantity of the goods and tolerances where appropriate • exact price of the goods • final date for shipment with schedules for continuing contracts • the seller's delivery point • transport mode • discharge port, airport or transport terminal and the final destination • the correct Incoterm for the transaction • special packaging, load restraint and stowing requirements for the cargo • documents required and responsibility for their preparation and provision • Force Majeure clause • arbitration clause • law and jurisdiction clause • payment terms • buyer requires pre-shipment inspection of the cargo by surveyors
Ways of controlling risks that may occur during an international freight forwarding project	<p>include but are not limited to:</p> <ul style="list-style-type: none"> • keeping up to date with geopolitical and industrial developments • ensuring there are no regulatory restrictions or prohibitions on the export, import or transit of the cargo • monitoring weather conditions • being aware of the impact of impending or current natural disasters on freight transport routes • making provision for suitable alternative routes • ensuring packaging, packing and stowage is appropriate for the mode(s) of transport • ensuring that security arrangements are adequate

	<ul style="list-style-type: none"> ensuring that insurance cover is sufficient for the risks involved
Types of cargo insurance policies	<p>may include:</p> <ul style="list-style-type: none"> single shipment policy annual and open policy
Sources of information required to perform international freight forwarding functions	<p>may include:</p> <ul style="list-style-type: none"> websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CASA, Ethiopian Customs and Border Protection Service, AQIS, government agencies responsible for transport security etc. key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
Parameters of freight forwarding services relevant to customer requirements	<p>may include:</p> <ul style="list-style-type: none"> standard procedures for the international forwarding of freight type of transport modes various consignment methods relevant legislative requirements required import/export documentation and requirements transport security requirements insurance requirements service costs payment requirements and procedures fiduciary and legal responsibilities of either party
Consultative processes	<p>may involve:</p> <ul style="list-style-type: none"> customers international and domestic agents and suppliers, insurance brokers representatives of insurance companies relevant regulatory authorities and institutions other employees and supervisors management freight forwarding specialists other professional or technical staff
Workplace procedures	<p>may include:</p> <ul style="list-style-type: none"> company procedures enterprise procedures organizational procedures established procedures
Communications systems	<p>may involve:</p> <ul style="list-style-type: none"> face-to-face conversation

	<ul style="list-style-type: none"> • telephone including fixed, mobile and IP phones • fax • email • Electronic Data transfer of Information (EDI) • mail
Information/documents	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight • summaries and definitions of Incoterms and Combiterms • customers' instructions and transport requirements • workplace standard operating procedures and policies • sales contracts • standard FIATA forms and documentation such as: <ul style="list-style-type: none"> ➤ a Negotiable Multimodal Transport Bill of Lading (FB/L) ➤ a Non-negotiable Multimodal Transport Waybill (FWB) ➤ a Forwarders Certificate of Receipt (FCR) ➤ a Forwarders Certificate of Transport (FCT) ➤ a Forwarders Warehouse Receipt (FWR) ➤ a Forwarders Forwarding Instructions (FFI) ➤ a Shippers Declaration for the Transport of Dangerous Goods (SDT) ➤ a Shippers Intermodal Weight Certification (SIWC) ➤ an Original Bill of Lading (OB/L) ➤ a Master Air Waybill (MAWB) ➤ a House Bill of Lading (HBL) ➤ a House Air Waybill (HAWB) ➤ Multimodal Transport Bill of Lading (MTB/L) • insurance policies • insurance certificates • insurance claim forms • cargo manifests • pre-advice and pre-alert documents • suppliers advice for the handling, transport and storage of goods and materials • operations manuals, job specifications and procedures and induction documentation • freight forwarding competency standards and training materials • Ethiopian and international standards, criteria and certification requirements • data obtained through communications technology equipment and oral, aural or signed communications

	<ul style="list-style-type: none"> freight forwarder company's quality assurance standards and procedures emergency procedures
Applicable regulations and legislation	<p>may include:</p> <ul style="list-style-type: none"> Ethiopian and international regulations, conventions and codes of practice for the international forwarding of freight relevant regulations for the import and export of cargo Ethiopian and international standards and certification requirements relevant regulations pertaining to international trading and financial transactions relevant Ethiopian and international transport security and safety legislation relevant Ethiopian and international environmental protection legislation

Evidence Guide	
Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of:</p> <ul style="list-style-type: none"> examining an international freight forwarding sales contract examining an international freight forwarding service contract managing risk in an international freight forwarding project assisting in organizing transport insurance requirements confirming or organizing liability insurance requirements making a claim on a transport or liability insurance policy
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> Legal principles and liabilities in international freight transport Relevant security, safety and environmental procedures, regulations and conventions (including those applicable to the importing, exporting and transiting of goods) Procedures and protocols for the provision of international freight forwarding services (including those applicable to the importing, exporting and transiting of goods) Ways of managing legal liability in international freight transport Basic principles that govern the discipline of law Law of Contracts as it applies to international freight transport Definitions, purpose and use of Incoterms and Combiterms Processes for ensuring compliance with legal requirements

	<ul style="list-style-type: none"> • Conventions in international freight transport • Standard trading conditions in international freight transport • Principles of risk management as it applies to international freight forwarding • Ways of managing risk in international freight transport • Ways of managing contingencies in international freight transport including consideration of alternative transport options and anticipation of the 'unexpected' • General elements and principles of insurance policy in international freight transport • Procedures and policies for organizing and managing insurance requirements for various types of international freight forwarding projects • Types of liability insurance - their purpose and processes for their organization, including an understanding of the liability of different parties involved in international freight transport • Types of transport insurance coverage - their purpose and processes and documentation for their organization • The use of the 'general average' in insurance policy and practice • Duties of the freight forwarder in the event of damage to goods in transit • Processes for making insurance claims • Sources of information and documentation needed when providing freight forwarding services • Principles and techniques of closed-loop communication in which checks are made to confirm that messages and responses being given or received are unambiguous and are correctly and clearly understood • Typical problems that can occur when organizing transport or liability insurance, and related appropriate action that can be taken to prevent or resolve them • Understanding of the principles of quality assurance and customer service standards, policies and procedures as they apply in the international freight forwarding industry
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when reviewing international freight forwarding contracts, insurance, risk and legal liability, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language)

	<ul style="list-style-type: none"> • Read and interpret instructions, procedures, and other information relevant to sales contracts, insurance, risk and legal liability • Interpret and follow operational instructions and prioritize work • Complete documentation related to contracts, insurance, risk and legal liability, including data entry to a computer system • Operate information and communication technology to required protocol • Work collaboratively with others when reviewing international freight forwarding contracts, insurance, risk and legal liability • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any identified problems that may arise when reviewing international freight forwarding contracts, insurance, risk and legal liability in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may occur when reviewing international freight forwarding contracts, insurance, risk and legal liability • Monitor work activities in terms of planned schedule • Apply relevant codes of practice and legislative requirements • Modify activities depending on differing operational contingencies, risk situations and environments • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Operate and adapt to differences in equipment in accordance with standard operating procedures
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Advise on and Manage Security and Safety in International Freight Transport
Unit Code	EIS FFM5 09 1212
Unit Descriptor	This unit involves the skills and knowledge required to advise customers on security and safety requirements within international freight transport and manage the security and safety arrangements for international freight. This includes assessing international freight transport security and safety risks; specifying international transport security and safety requirements; implementing transport security and safety plans and policies; and monitoring and reviewing security and safety system performance. International freight forwarding covers the importing, exporting and transiting of freight.

Elements	Performance Criteria
1 Assess international freight transport security and safety risks	<p>1.1 Records of international freight transport security and safety breaches, thefts, accidents and damage are reviewed to identify past security and safety incidents.</p> <p>1.2 Assessment of potential risks to the security and safety of freight, personnel, facilities, information and equipment are made, considering both internal and external factors.</p> <p>1.3 Relative risks from a range of sources are assessed and compared with existing security and safety measures.</p> <p>1.4 Discrepancies between identified risk and current security and safety processes are noted.</p>
2 Specify international transport security and safety requirements	<p>2.1 Decisions and adjustments to security and safety equipment, facilities and services are made based on risk assessment in relation to benefits to the freight forwarding customer and the freight forwarding organization.</p> <p>2.2 Transport security and safety plans including performance indicators are prepared in accordance with workplace and regulatory requirements, and circulated for feedback prior to implementation.</p> <p>2.3 Security and safety arrangements for international freight forwarding activities are documented, and implementation strategies are established as per the freight forwarding organization's transport security and safety plans and transport security and safety regulations.</p>

	2.4 Questions and feedback from stakeholders are responded to promptly and, where appropriate, incorporated in the plans.
3 Implement transport security and safety plans and policies	<p>3.1 Priorities for implementation are identified, and management and workplace personnel are informed.</p> <p>3.2 Competency needs for the work is identified, and staff allocated and/or trained and assessed to meet those needs.</p> <p>3.3 Equipment and facilities are allocated and/or obtained.</p> <p>3.4 Workplace personnel and equipment are organized to meet requirements ensuring that work loads are balanced and other workplace activities are met.</p> <p>3.5 Operating procedures and methods are explained to freight forwarding and security and safety personnel, and follow-up communication methods are used to ensure that freight transport and storage security and safety requirements are applied as per the transport security and safety security plans and policies.</p> <p>3.6 Advice is provided to customers on security and safety matters during international freight forwarding projects in accordance with the freight forwarding organization's transport security and safety plans and policies.</p> <p>3.7 International freight transport security and safety plans, policies and procedures are implemented in the course of freight forwarding duties and functions.</p>
4 Monitor and review system performance	<p>4.1 Reports on security and safety incidents in international freight transport and related action are collated and categorized.</p> <p>4.2 Reports are compared to identify any trends in security and safety incidents and breaches.</p> <p>4.3 International freight transport security and safety policies and procedures are amended and trialed to improve performance.</p>

Variable	Range
International freight transport	includes: <ul style="list-style-type: none"> the importing of goods the exporting and the transiting of goods
Work	may be undertaken: <ul style="list-style-type: none"> in various work environments in the international freight transport supply chain including the freight forwarding organization

Operations	<p>may be conducted:</p> <ul style="list-style-type: none"> • by day or night • in any weather conditions
Worksite environment	<p>may involve:</p> <ul style="list-style-type: none"> • twenty-four hour operation • different time zones • single and multi-site location both in Ethiopia and overseas • large, medium and small workplaces
Security services	<p>may be provided:</p> <ul style="list-style-type: none"> • by internal or contract staff • by other suitably qualified personnel in the supply chain such as in warehouses, distribution centres, seaports, airports, freight terminals, transit points, vessels, aircraft and road and rail vehicles
Security risks that may occur during an international freight forwarding project include but are not limited to:	<ul style="list-style-type: none"> • breaches of security (e.g. tampering with locks, packaging etc.) • theft and pilfering • fraud • terrorism • revolution and war
Safety risks that may occur during an international freight forwarding project	<p>include but are not limited to:</p> <ul style="list-style-type: none"> • transport accident • faulty packaging, loading or stowage of cargo • leaks of dangerous gases, powders, biological agents and liquids • incorrect handling of cargo • use of inappropriate or faulty cargo handling equipment • explosion or fire • damage to the cargo • natural disasters (e.g. flood, fire, storm, tsunami, earthquake etc.) • injury to workers or members of the public arising from an accident during the handling or transport of the international freight
Regular insurance assessments	<p>may include:</p> <ul style="list-style-type: none"> • conditions of insurance • insurance assessment of premises • monitoring insurance requirements
Work organization procedures and practices	<p>may include:</p> <ul style="list-style-type: none"> • security procedures • safety procedures • freight forwarding procedures • financial/administrative procedures

Sources of information required to perform international freight forwarding functions	<p>may include:</p> <ul style="list-style-type: none"> websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CASA, Ethiopian Customs and Border Protection Service, EQSA, government agencies responsible for transport security etc. key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
Depending on the organization concerned, workplace procedures	<p>may be called:</p> <ul style="list-style-type: none"> Standard Operating Procedures (SOPs) company procedures enterprise procedures organizational procedures established procedures
Communication in the work area	<p>may include:</p> <ul style="list-style-type: none"> face-to-face conversation telephone including fixed, mobile and IP phones fax email Electronic Data transfer of Information (EDI) mail
Consultative processes	<p>may involve:</p> <ul style="list-style-type: none"> internal and contract security and safety staff security and safety consultants relevant authorities, government departments and institutions police and emergency services other employees and supervisors management industrial relations, security and safety specialists other professional or technical staff
Information/documents	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> Ethiopian and international codes of practice, conventions and regulations relevant to the planning and management of international freight transport security and safety documentation of physical protection facilities workplace security and safety procedures and policies insurance notes and information documentation of physical protection facilities security and safety programs and related operations manuals

	<ul style="list-style-type: none"> • job specifications and procedures and induction documentation • supplier and/or client instructions • Ethiopian and international standards, criteria and certification requirements • communications technology equipment and/or oral, aural or signed communications • emergency procedures • relevant competency standards and training materials • customer service and quality assurance standards and procedures
Applicable legislation and regulations	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the safe and secure international transport of freight • relevant regulations for the import and export of cargo • Ethiopian and international standards and certification requirements • relevant regulations pertaining to international trading and financial transactions • relevant Ethiopian and international transport security and safety legislation • relevant Ethiopian and international environmental protection legislation

Evidence Guide

Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of:</p> <ul style="list-style-type: none"> • assessing international freight transport security and safety risks • specifying international transport security and safety requirements • implementing transport security and safety plans and policies • monitoring and reviewing security and safety system performance
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Regulations, conventions, codes of practice and legislative requirements relevant to the planning and management of international freight transport security and safety procedures both within a freight forwarders workplace and in other organizations in the international freight transport supply chain

	<ul style="list-style-type: none"> • International and Ethiopian transport security initiatives and regulations related to the importing, exporting and transiting of goods, including aviation and maritime security • License and permit requirements relevant to international freight transport security and safety procedures • Relevant Ethiopian and international standards and certification requirements • Definition of transport security in the context of the international freight transport supply chain • The importance of security and safety in the international transport supply chain • Security and safety programs and systems in the international freight transport supply chain • Security and safety measures required when working as an international freight forwarder • Definition of safety in the context of the international freight transport supply chain • Safety in the international transport supply chain • Requirements and procedures for the protection and well-being of employees/workers and other personnel in the transport supply chain • Requirements and procedures for the protection of the environment • Requirements and procedures for the protection against fire • Procedures for the planning and management of international freight transport security and safety • Problems that may occur during the planning and management of international freight transport security and safety, and action that can be taken to prevent or resolve the problems • Risks and hazards related to the planning and management of international freight transport security and safety, and ways of controlling the risks involved • Business policies for security provision, including outsourcing of components of operations and engaging additional resources • Sources of information on security and safety in international freight transport • Principles and techniques of closed-loop communication in which checks are made to confirm that messages and responses being given or received are unambiguous and are correctly and clearly understood
--	--

	<ul style="list-style-type: none"> • Understanding of the principles of quality assurance and customer service standards, policies and procedures as they apply in the international freight forwarding industry • Relevant workplace documentation procedures
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when planning and managing international freight transport security and safety procedures, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language) • Read and interpret instructions, procedures, operational data and regulatory requirements relevant to the planning and management of international freight transport security and safety procedures • Complete documentation and records related to the planning and management of international freight transport security and safety • Provide leadership and work collaboratively with others when planning and managing international freight transport security and safety procedures • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any identified problems that may arise when planning and managing international freight transport security and safety procedures in accordance with regulatory requirements and workplace procedures • Apply precautions and required action to minimize, control or eliminate hazards that may exist during work activities • Plan and organize systems and activities, and prioritize work • Implement contingency plans for unplanned events including a breach of the security and safety procedures • Modify activities depending on differing operational contingencies, risk situations and environments • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Select and apply appropriate technology, information systems and procedures • Adapt to differences in equipment in accordance with standard operating procedures

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

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Promote Products and Services to International Markets
Unit Code	EIS FFM5 10 1212
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to promote products and/or services of the business within specified international markets.

Elements	Performance Criteria
1. Plan promotional activities	<p>1.1. Access marketing plan for international business activity to inform planning of promotional activities.</p> <p>1.2. Access relevant information sources to support planning of promotional activities.</p> <p>1.3. Identify and assess promotional activities to ensure compatibility with organizational requirements and cultural appropriateness.</p> <p>1.4. Plan and schedule promotional activities according to the marketing needs of the organization.</p> <p>1.5. Determine overall promotional objectives in consultation with designated individuals and groups both in international and domestic settings.</p> <p>1.6. Ensure time lines and costs for promotion of activities are realistic and consistent with budget resources.</p> <p>1.7. Develop action plans to provide details of products and/or services being promoted.</p>
2. Coordinate promotional activities	<p>2.1 Identify and prepare personnel and resources to support promotional activities, both in international and domestic settings, to facilitate the achievement of promotional goals.</p> <p>2.2 Identify, agree upon and allocate roles and responsibilities of overseas and domestic personnel for delivery of promotional activities.</p> <p>2.3 Establish and conduct relationships with targeted groups in overseas settings in a manner which enhances the positive image of the organization.</p> <p>2.4 Supervise and support roles and responsibilities of overseas personnel involved in promotional activities.</p> <p>2.5 Use international business networks to assist in the implementation of promotional activities.</p>

<p>3. Review and report on promotional activities</p>	<p>3.1 Analyze audience feedback and data to determine the impact of the promotional activity on the delivery of products and/or services.</p> <p>3.2 Assess the effectiveness of planning processes to identify possible improvements in future international promotional activities.</p> <p>3.3 Collect and provide feedback to personnel and agencies involved in the promotional activity both in international and domestic settings.</p> <p>3.4 Analyze costs and time lines to evaluate the benefits accruing from the internationally based promotional activities.</p> <p>3.5 Prepare conclusions and recommendations from verifiable evidence and provide constructive advice on future directions of internationally based promotional activities.</p>
---	---

Variable	Range
Information sources	<p>may include:</p> <ul style="list-style-type: none"> • academics and training providers • Ethiopian trade and other Ethiopian , state/territory government departments and agencies • overseas embassies, consulates, government departments and agencies within Ethiopia and overseas • trade and industry publications
Promotional activities	<p>may include:</p> <ul style="list-style-type: none"> • advertisements • client functions • demonstration activities • distribution of free samples • employee functions • media announcements • product launches • web pages
Organizational requirements	<p>may include:</p> <ul style="list-style-type: none"> • access and equity principles and practice • allocation of responsibilities for products and/or services • confidentiality and security requirements • consideration of cultural issues • defined resource parameters • ethical standards • filing and documentation storage processes • goals, objectives, plans, systems and processes

	<ul style="list-style-type: none"> • legal and organizational policy/guidelines and requirements • OHS policies, procedures and programs • payment and delivery options • pricing and discount policies • quality and continuous improvement processes and standards • quality assurances and/or procedures manuals • replacement and refund policy and procedures
Cultural appropriateness	<p>refers to:</p> <ul style="list-style-type: none"> • appropriateness of activity related to the culture of countries selected for promotion of products and/or services
Designated individuals and groups	<p>may refer to:</p> <ul style="list-style-type: none"> • colleagues • committees • customers • external organizations such as Ethiopian trade, state/territory government departments and agencies, chambers of commerce • line management • supervisor
Personnel and resources	<p>may refer to:</p> <ul style="list-style-type: none"> • contractors engaged for specific purposes within promotional activity • management • marketing funds • organizational personnel both in international and domestic settings • promotional products • samples • technology • time • venue
Roles and responsibilities	<p>may include:</p> <ul style="list-style-type: none"> • codes of conduct • considerations of cultural issues • contractual arrangements with consultants or specialists hired for promotional activity • job description and employment arrangements • marketing plans • organization's policy relevant to work role • skills, training and competencies • supervision and accountability requirements including OHS • team structures

International business networks	<p>may refer to:</p> <ul style="list-style-type: none"> • formal or informal networks • government sponsored networks through Ethiopian trade or state/territory government agencies, chambers of commerce • individuals, groups, organizations • personal or business networks • professional or trade networks
---------------------------------	---

Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • demonstration of planning, coordinating and reviewing of promotional activities to align with marketing plans and market research undertaken for the international markets selected • report detailing promotional activities undertaken and recommendations to inform and guide future promotional activities in international settings • knowledge of relevant Ethiopian , international and local legislation
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities • interpersonal skills to establish rapport and build relationships with clients • organizational and time management skills to sequence tasks and meet time lines • research, data collection, assessment and evaluation skills to determine appropriate promotional activities for international markets • technology skills to record and use information gathered about promotional activities
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • available overseas media • cultural characteristics of groups within target market • international business networks • marketing strategies and promotional activities • identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as: <ul style="list-style-type: none"> ➤ bilateral or regional trade agreements ➤ Occupational Health and Safety (OHS)

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

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Manage Budgets and Financial Plans
Unit Code	EIS FFM5 11 1212
Unit Descriptor	This unit involves the skills and knowledge required to manage budgets and financial plans. It covers all of the significant aspects of financial management for operational managers who are not financial specialists. It emphasizes the preparation of users of budgets/financial plans through communication and training and consistent surveillance over budget performance, with early intervention where required. This unit derives from BSBMGT504A Manage budgets and financial plans.

Elements	Performance Criteria
1 Communicate budget and financial plans	<p>1.1 Budget/financial plan communication package is reviewed by finance specialists.</p> <p>1.2 Package is amended/revised where appropriate.</p> <p>1.3 Training activities are undertaken with users of the budget and plans across the organization.</p> <p>1.4 All data and terms are defined and understood by the users of the plans.</p> <p>1.5 Communication outcomes are tested to ensure clear understanding of objectives, processes and accountabilities.</p>
2 Monitor and control activities against plans	<p>2.1 Delegations and budget accountabilities are confirmed in writing prior to budget period.</p> <p>2.2 Funds are allocated in accordance with budget objectives and parameters.</p> <p>2.3 Recording systems and documentation meet all audit requirements and legal obligations.</p> <p>2.4 Risk management plans are implemented and contingency plans are in place for all financial plans.</p> <p>2.5 Performance is monitored and variances identified on a real time basis.</p> <p>2.6 Variances are analyzed in conjunction with relevant experts to determine cause and effect.</p>
3 Report outcomes of financial plans	<p>3.1 Records of financial performance are properly maintained within organizational systems.</p>

	<p>3.2 Financial performance is analyzed and reported in a form and language appropriate to the audience.</p> <p>3.3 Non financial objectives are reported in the context of overall organizational performance.</p> <p>3.4 Strategies and plans are reviewed and updated to optimize organizational performance.</p>
--	---

Variable	Range
Delegations and budget accountabilities	<p>may include:</p> <ul style="list-style-type: none"> • monitoring expenditure • authorizing expenditure within limits • reporting on variances to budget/plan • taking remedial action within budget authority
Documentation and records	<p>may include:</p> <ul style="list-style-type: none"> • quality assurance procedures • relevant Ethiopian Standards and certification requirements
Depending on the organization concerned, workplace procedures	<p>may be called:</p> <ul style="list-style-type: none"> • Standard Operating Procedures (SOPs) • company procedures • enterprise procedures • organizational and established procedures
Applicable legislation and regulations	<p>may include:</p> <ul style="list-style-type: none"> • relevant legislation from all levels of government that affects business operation, especially in regard to the maintenance of up-to-date, accurate financial information • relevant industry codes of practice

Evidence Guide	
Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to:</p> <ul style="list-style-type: none"> • Communicate budget and financial plans • Monitor and control activities against plans • Report outcomes of financial plans
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Budgetary procedures and policies • Workplace processes for setting and achieving budgets • Accountancy practices relevant to budgetary control • Problems that may occur when setting and achieving budgets and action that can be taken to report or resolve the problems • Risks that may exist when setting and achieving budgets and ways of controlling the risks involved

	<ul style="list-style-type: none"> • Focus of operation of budgetary systems, resources, management and workplace operating systems • Limits of authorized expenditure and who has budget authorities • Quality and customer service standards, policies and procedures
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when completing work activities • Work collaboratively with others • Access, read and interpret budgetary documents, financial statements and reports and workplace policies and procedures • Apply basic accounting principles to budgetary processes • Apply calculation skills sufficient for setting and achieving budgets • Prioritize work and coordinate self and others in relation to workplace activities • Identify and solve problems that may arise when setting and achieving budgets • Select and apply appropriate technology, information systems and procedures • Modify budgets and plans as required to cater for changes • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Monitor work activities in terms of planned schedule
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Manage Quality Customer Service
Unit Code	EIS FFM5 12 1212
Unit Descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to develop strategies to manage organizational systems that ensure products and services are delivered and maintained to standards agreed by the organization.</p> <p>Operators may have staff involved in delivering customer service and are responsible for the quality of their work. In many instances the work will occur within the organization's policies and procedures framework. At this level, the exercise of considerable discretion and judgment, using a range of problem solving and decision making strategies, will be required.</p>

Elements	Performance Criteria
1. Plan to meet internal and external customer requirements	<p>1.1 The needs of customers are investigated, identified, assessed, and included in planning processes.</p> <p>1.2 Plans are ensured to achieve the quality, time and cost specifications agreed with customers.</p>
2. Ensure delivery of quality products and services	<p>2.1 Products and services are delivered to customer specifications within organization's business plan.</p> <p>2.2 Team performance is monitored to consistently meet the organization's quality and delivery standards.</p> <p>2.3 Colleagues are assisted to overcome difficulty in meeting customer service standards.</p>
3. Monitor, adjust and review customer service	<p>3.1 Strategies are developed and used to monitor progress in achieving product and/or service targets and standards.</p> <p>3.2 Strategies are developed and used to obtain customer feedback to improve the provision of products and services.</p> <p>3.3 Resources are developed, procured and used effectively to provide quality products and services to customers.</p> <p>3.4 Decisions are made to overcome problems and to adapt customer services, products and service delivery in consultation with appropriate individuals and groups.</p> <p>3.5 Records, reports and recommendations are managed within the organization's systems and processes.</p>

Variable	Range
Customers	may be: <ul style="list-style-type: none"> • Importer and Exporter • Board members • clients, purchasers of services • co-workers, peers and fellow frontline managers • members of the general public who make contact with the organization, such as prospective purchasers of services • potential funding bodies • supervisors • suppliers of goods and services and contractors providing goods and services
Quality	may refer to: <ul style="list-style-type: none"> • characteristics of a product, system, service or process that meet the requirements of customers and interested parties.
Products and services	may include: <ul style="list-style-type: none"> • either products or services • goods • ideas • infrastructure • private or public sets of benefits.
Strategies	may refer to: <ul style="list-style-type: none"> • databases and other controls to record and compare data over time • electronic feedback mechanisms using intranet, internet and email • feedback forms and other devices to enable communication from customers • long-term or short-term plans for monitoring achievement and evaluating effectiveness • policies and procedures • questionnaires, survey and interviews • training and development activities
Resources	may include: <ul style="list-style-type: none"> • buildings/facilities • equipment • finance • information • people • power/energy • technology • time

Evidence Guide			
Critical aspects of Competence	Evidence of the following is essential: <ul style="list-style-type: none"> • plans, policies or procedures for delivering quality customer service • demonstrated techniques in solving complex customer complaints and system problems that lead to poor customer service • knowledge of techniques for solving complaints 		
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: <ul style="list-style-type: none"> • key provisions of relevant legislation from all levels of government that may affect aspects of business operations, such as: <ul style="list-style-type: none"> ➤ anti-discrimination legislation ➤ Ethiopian consumer law ➤ Ethiopian Revenue and customs proclamation ➤ Ethical principles ➤ codes of practice ➤ privacy laws ➤ financial legislation ➤ Occupational Health and Safety (OHS) • organizational policy and procedures for customer service including handling customer complaints • service standards and best practice models • public relations and product promotion • techniques for dealing with customers, including customers with specific needs • techniques for solving complaints including the principles and techniques involved in the management and organization of: <ul style="list-style-type: none"> ➤ customer behavior ➤ customer needs research ➤ customer relations ➤ ongoing product and/or service quality ➤ problem identification and resolution ➤ quality customer service delivery ➤ record keeping and management methods ➤ strategies for monitoring, managing and introducing ways to improve customer service relationships ➤ strategies to obtain customer feedback 		
Underpinning Skills	Demonstrates skills to: <ul style="list-style-type: none"> • analytical skills to identify trends and positions of products and services • communication skills to: <ul style="list-style-type: none"> ➤ coach and mentor staff and colleagues 		
Page 87 of 122	Ministry of Education Copyright	International Freight Forwarding Operations Management Ethiopian Occupational Standard	Version 2 September 2013

	<ul style="list-style-type: none"> ➤ monitor and advise on customer service strategies • literacy skills to: <ul style="list-style-type: none"> ➤ edit and proofread texts to ensure clarity of meaning and accuracy of grammar and punctuation ➤ prepare general information and papers according to target audience ➤ read and understand a variety of texts • problem solving skills to: <ul style="list-style-type: none"> ➤ deal with customer enquiries or complaints ➤ deal with complex and non-routine difficulties • technology skills to select and use technology appropriate to a task • self management skills to: <ul style="list-style-type: none"> ➤ comply with policies and procedures ➤ consistently evaluate and monitor own performance ➤ seek learning opportunities
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Manage International Special Freight Transport Services Including Dangerous Goods and Special Cargo
Unit Code	EIS FFM5 13 1212
Unit Descriptor	This unit involves the skills and knowledge required to manage special international freight transport services, including (1) the forwarding of dangerous goods, (2) the international forwarding of special cargoes such as classified goods, perishables, flowers and plants, livestock, artworks, high value goods, and heavy-weight and out-of-gauge cargo etc., and (3) special forwarding projects (such as international freight logistics for sporting or diplomatic events, business conventions and exhibitions etc.). It also includes the monitoring and tracking of the international transport of special cargoes and dangerous goods, and ensuring that all required forms and documentation are completed and/or required data entered into the applicable information technology systems. International freight forwarding (involving special freight transport services) covers the importing, exporting and transiting of freight.

Elements	Performance Criteria
1 Manage the provision of special freight transport services	<p>1.1 Requirements for special international freight transport services are confirmed and clarified with the customer.</p> <p>1.2 Pre-transport issues for the type(s) of special cargo involved are identified and addressed in accordance with standard procedures and regulations.</p> <p>1.3 Sale contract is prepared.</p> <p>1.4 Suitable transport mode and routing are determined for the special cargo(es) involved.</p> <p>1.5 Requirements for packaging of the special cargo(es) are determined and organized.</p> <p>1.6 Suitable container type(s) are stipulated and their transport worthiness are confirmed and documented.</p> <p>1.7 All required cargo insurance for the entire transit is determined and organized.</p> <p>1.8 Documentation requirements for the special freight transport services are completed as per procedures and regulations.</p>

	<p>1.9 Letter of credit is checked and any identified problems addressed and rectified.</p> <p>1.10 Appropriate packaging for the freight involved is organized as per regulatory requirements.</p> <p>1.11 Appropriate warehousing, storage and stowage for the types of freight involved are organized as per requirements.</p> <p>1.12 Delivery arrangements to/from docks, airports or terminal are organized and costed.</p> <p>1.13 All requirements for customs, quarantine and health clearance are checked as being fulfilled.</p> <p>1.14 Suitable instructions are provided to all parties involved in the transport of the special cargo(es).</p>
<p>2 Manage and organize special international freight forwarding projects</p>	<p>2.1 Requirements for the special forwarding project are confirmed and clarified with the customer.</p> <p>2.2 Critical logistics aspects of the freight transport for the special project are determined and are taken into account in planning the freight forwarding solution(s).</p> <p>2.3 Pre-transport issues for the freight involved are identified and addressed in accordance with standard operating procedures and regulations.</p> <p>2.4 Appropriate packaging for the freight involved is organized as per standard operating procedures and regulatory requirements.</p> <p>2.5 Appropriate warehousing, storage and stowage for the types of freight involved are organized as per project requirements.</p> <p>2.6 All required cargo insurance for the entire transit is determined and organized.</p> <p>2.7 Documentation requirements for the special freight transport services are completed as per procedures and regulations.</p> <p>2.8 Letter of credit is checked and any identified problems addressed and rectified.</p> <p>2.9 Delivery arrangements for the freight to/from docks, airports or terminals are organized and costed as per project requirements.</p> <p>2.10 All requirements for customs and other regulatory authorities are checked as being fulfilled.</p>

	2.11 Suitable instructions are provided to all parties involved in the transport of the freight concerned.
3 Manage and organize the forwarding of dangerous goods	<p>3.1 Requirements for the international freight forwarding of the dangerous goods are confirmed and clarified with the customer.</p> <p>3.2 Class(es) of dangerous goods involved are determined and the transport risks involved are identified and managed as per applicable regulatory requirements.</p> <p>3.3 Pre-transport issues for the class(es) of dangerous goods involved are identified and addressed in accordance with standard procedures and regulations.</p> <p>3.4 Appropriate packaging for the dangerous goods is organized as per regulatory requirements.</p> <p>3.5 Delivery arrangements for the dangerous goods to/from docks, airports or terminal are organized and costed.</p> <p>3.6 All requirements for customs and other regulatory authorities are checked as being fulfilled.</p> <p>3.7 Suitable instructions are provided to all parties involved in the transport of the dangerous goods concerned.</p>
4 Monitor and track the international forwarding of special cargoes and dangerous goods	<p>4.1 The transit of the special cargoes and dangerous goods is monitored and tracked using the available tracking systems.</p> <p>4.2 Problems in the progress of the transport of the special cargoes or dangerous goods are promptly identified and appropriate action initiated to resolve the problems concerned.</p> <p>4.3 Appropriate personnel and the customer are kept informed of the progress of the transport of special cargoes and dangerous goods and any action taken to resolve problems that may have arisen.</p>
5 Complete all required forms and documentation	<p>5.1 All required forms and other documentation are completed as per procedures and regulatory requirements.</p> <p>5.2 Data is entered into information technology systems as per applicable procedures and regulatory requirements.</p> <p>5.3 Reports on problems that have arisen and related action taken are completed as per procedures and regulatory requirements.</p>

Variable	Range
Special freight transport services	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • transport of classified goods • transport of dangerous goods • transport of perishable goods • transport of flowers and plants • transport of livestock • transport of artworks • transport of high value goods • transport of diplomatic and consular cargo • transport of human remains • transport of heavy-weight and out-of-gauge cargo • special transport projects such as the provision international freight logistics for sporting or diplomatic events, conventions and exhibitions, the development of major industry facilities (e.g. mine, manufacturing plant, oil or gas pipeline or refinery) etc.
Requirements	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations and conventions relevant to special freight transport services and the transport of dangerous goods • Ethiopian and international freight forwarding codes, conventions, protocols and procedures for special freight transport services and the transport of dangerous goods • authorities and permits relevant to special freight transport services and the transport of dangerous goods • workplace standard operating procedures • information and communications technology and related systems • global time zones and hours of operation
International freight forwarding	<p>includes services related to:</p> <ul style="list-style-type: none"> • the importing of goods • the exporting and the transiting of goods
Pre-transport issues	<p>may include:</p> <ul style="list-style-type: none"> • handling and hygiene • pre-cooling of equipment • control of temperature • packaging • stacking and stowing • cross-contamination and incompatible substances • adequacy of insurance

	<ul style="list-style-type: none"> • adequacy of packaging • adequacy of moisture control • planning for security, proper stowage and handling in transit • advice to carriers of special needs and processes for ensuring that advice is followed • planning for clearance, delivery and receipt during transit and at destination • adequacy of training for the personnel involved in identification, classification, packing, marking, labeling and placarding of the dangerous goods being transported • adequacy of packaging, labeling and documentation for the class of dangerous goods concerned • adequacy of special environmental considerations • adequacy of insurance for the class of dangerous goods concerned • planning for security, proper stowage and handling of dangerous goods in transit • advice to carriers of special requirements for the handling and stowage dangerous goods concerned and processes for ensuring that advice is followed • planning for clearance, delivery and receipt during transit and at destination 		
Information/documents	<p>may include but are not limited to:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international transport of special freight and dangerous goods • summaries and definitions of Incoterms and Combiterms • customers' instructions and transport requirements • workplace standard operating procedures and policies • standard FIATA forms and documentation such as: <ul style="list-style-type: none"> ➤ a Negotiable Multimodal Transport Bill of Lading (FB/L) ➤ a Non- ➤ a Master Air Waybill (MAWB) negotiable Multimodal Transport Waybill (FWB) ➤ a Forwarders Certificate of Receipt (FCR) ➤ a Forwarders Certificate of Transport (FCT) ➤ a Forwarders Warehouse Receipt (FWR) ➤ a Forwarders Forwarding Instructions (FFI) ➤ a Shippers Declaration for the Transport of Dangerous Goods (SDT) 		
Page 93 of 122	Ministry of Education Copyright	International Freight Forwarding Operations Management Ethiopian Occupational Standard	Version 2 September 2013

	<ul style="list-style-type: none"> ➤ a Shippers Intermodal Weight Certification (SIWC) ➤ an Original Bill of Lading (OB/L) ➤ a House Bill of Lading (HBL) ➤ a House Air Waybill (HAWB) ➤ Multimodal Transport Bill of Lading (MTB/L) <ul style="list-style-type: none"> • cargo manifests • pre-advice and pre-alert documents • operations manuals, job specifications and procedures and induction documentation • competency standards and training materials • dangerous goods documentation where applicable including dangerous goods declarations • relevant Ethiopian and international standards, criteria and certification requirements • data obtained through information and communications technology systems and oral, aural or signed communications • freight forwarder company's quality assurance and customer service standards and procedures • emergency procedures <p>may involve:</p> <ul style="list-style-type: none"> • face-to-face conversation • telephone including fixed, mobile and IP phones • fax • email • Electronic Data transfer of Information (EDI) • mail <p>Sources of information may include:</p> <ul style="list-style-type: none"> • websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CAA, Ethiopian Customs and Border Protection Service, AQIS, government agencies responsible for transport security etc. • key reference publications such as Incoterms, FIATA forms and documents, ICC publications, and other manuals, texts and handbooks on freight forwarding, international trade and related topics etc.
Perishable goods	<p>may include:</p> <ul style="list-style-type: none"> • meat, fish, dairy products, vegetables, fruit, chocolates and other foods requiring temperature control • animals • fresh flowers

	<ul style="list-style-type: none"> • blood and tissue samples, embryos, organ transplants and other genetic and biological material • cross-contamination and incompatible substances
Parameters of special freight transport services and the transport of dangerous goods relevant to customer requirements	<p>may include:</p> <ul style="list-style-type: none"> • procedures for forwarding of applicable types of special international freight and dangerous goods • type of transport modes • transport routing • in gas, liquid or solid form • various consignment methods • packaging, packing, stowage and storage options • relevant legislative requirements • required import/export documentation, labeling and requirements • transport security checks • insurance requirements • service costs • contract arrangements • payment requirements and procedures • fiduciary and legal responsibilities of either party
Modes of transport	<p>may include:</p> <ul style="list-style-type: none"> • sea • air • road • rail • inland waterway • multimodal
Ethiopian and international codes and regulations for the international transport of dangerous	<p>may include:</p> <ul style="list-style-type: none"> • for sea transport: EML (Ethiopian Maritime Law) Marine Orders and IMDG Code (International Maritime Dangerous Goods Code) • for air transport: CAA (Civil Aviation Authority) regulations, training requirements for employees who pack, mark, label and document air cargo, and IATA (International Air Transport Authority) Dangerous Goods Regulations • for road and rail transport: EDG Code (Ethiopian Dangerous Goods Code)
Consultative processes	<p>may involve:</p> <ul style="list-style-type: none"> • customers • employees, supervisors and managers • global network of international and domestic agents and suppliers

	<ul style="list-style-type: none"> • relevant regulatory authorities and institutions • other employees and supervisors • special freight transport specialists (e.g. perishable goods, dangerous goods, artworks, high value goods, heavy-weight goods etc.) • other professional or technical staff
Depending on the type of organization concerned and the local terminology used, workplace procedures	<p>may include:</p> <ul style="list-style-type: none"> • company procedures • enterprise procedures • organizational procedures • established procedures
Applicable regulations and legislation	<p>may include:</p> <ul style="list-style-type: none"> • Ethiopian and international regulations, conventions and codes of practice for the international transport of special freight and dangerous goods • Ethiopian and international regulations and codes of practice for the handling and transport of dangerous goods, including: <ul style="list-style-type: none"> ➢ Ethiopian and International Dangerous Goods Codes ➢ Ethiopian Marine Orders and the International Maritime Dangerous Goods Code ➢ IATA Dangerous Goods by Air regulations ➢ Ethiopian and International Explosives Codes • relevant regulations for the import and export of special freight and dangerous goods including customs, quarantine and bond requirements • relevant Ethiopian and international standards and certification requirements • relevant regulations pertaining to international trading and financial transactions • relevant Ethiopian and international transport security and safety legislation • relevant Ethiopian and international environmental protection legislation

Evidence Guide

Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of:</p> <ul style="list-style-type: none"> • managing and organizing special international freight transport services
--------------------------------	--

	<ul style="list-style-type: none"> • managing and organizing special international freight forwarding projects • managing and organizing the international forwarding of dangerous and hazardous goods • monitoring and tracking the international forwarding of special cargoes and dangerous goods • completing and processing all required documentation
--	---

<p>Underpinning Knowledge and Attitudes</p>	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Procedures, regulations and conventions applicable to the provision of special international freight transport services (including those applicable to the importing, exporting and transiting of goods) • Procedures and Ethiopian and international codes, conventions and regulations for the international transport of dangerous goods • Special international freight transport services - definition • Definitions, purpose and use of Incoterms and Combiterms • Issues and solutions for the forwarding of special cargoes, including classified goods, perishables, flowers and plants, livestock, artworks, high value goods, and heavy-weight and out-of-gauge cargo • Issues and solutions for special forwarding projects such as international freight logistics for sporting or diplomatic events, conventions and exhibitions, the development of major industry facilities (e.g. mine, manufacturing plant, oil or gas pipeline or refinery) etc. • Definition and procedures/costs for the use of various types of carnets in the provision of special international freight transport services, including ATA carnets and FIA/AIT carnets • Services for the consolidation and group age of international freight • Dangerous goods - definition and the regulations applicable for their carriage on the various modes of international transport available • National and international requirements for the classification and labeling of dangerous goods • Training requirements for the safe packaging, labeling, documentation, handling and transport of dangerous goods • Requirements for dangerous goods documentation
---	--

	<ul style="list-style-type: none"> • Procedures and protocols for the provision of special international freight transport services and the organization of the forwarding of dangerous goods • Sources of information and documentation needed when providing special international freight transport services and organizing the forwarding of dangerous goods • Principles and techniques of closed-loop communication in which checks are made to confirm that messages and responses being given or received are unambiguous and are correctly and clearly understood • Understanding of the principles of quality assurance and customer service standards, policies and procedures as they apply in the international freight forwarding industry • Typical problems and issues that need to be resolved when providing special international freight transport services and organizing the forwarding of dangerous goods, and related appropriate action that can be taken
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> • Communicate effectively with others when providing international freight forwarding services, including unambiguous closed-loop communication in which checks are made to confirm that messages and responses are correctly and clearly understood (particularly in situations where communication is with a person for whom English is not the native language) • Read and interpret instructions, procedures, information and labels relevant to the management of special international freight transport services and the planning and organization of the international forwarding of dangerous goods • Interpret and follow operational instructions and procedures and prioritize work • Complete documentation related to the provision of special international freight transport services, including data entry to an information technology system • Operate information and communication technology equipment to required protocol • Work collaboratively with others when providing special international freight transport services and when organizing the international transport of dangerous goods

	<ul style="list-style-type: none"> • Adapt appropriately to cultural differences, including modes of behavior and interactions with others • Promptly identify, report and/or rectify any identified problems and issues that may arise when providing special international freight transport services in accordance with regulatory requirements and workplace procedures • Apply risk management strategies and implement contingency plans for unanticipated situations that may occur when providing special international freight transport services and organizing the international transport of dangerous goods • Monitor work activities in terms of planned schedule and transport deadlines • Apply relevant codes of practice and legislative requirements including applicable to special international freight transport services and the international transport of dangerous goods • Modify activities depending on differing operational contingencies, risk situations and environments • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Select and appropriately apply technology, information and communication systems and procedures to complete workplace tasks • Operate and adapt to differences in equipment and systems in accordance with standard operating procedures • Select and use required personal protective equipment conforming to industry and OHS standards, where applicable
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Manage Export Logistics
Unit Code	EIS FFM5 14 1212
Unit Descriptor	This unit involves the skills and knowledge required to manage export logistics in accordance with relevant regulatory requirements and workplace procedures, including planning efficient export logistics operations, developing appropriate contingency management strategies, producing the required operation schedules for export logistics, and monitoring and coordinating the required systems for export logistics.

Elements	Performance Criteria
1 Plan efficient export logistics	<p>1.1 Ethiopian and international codes and regulations and workplace policies for export logistics are identified.</p> <p>1.2 Consignment loads are evaluated in terms of critical parameters and customer instructions.</p> <p>1.3 Capacity and capability of different local and overseas transport modes available to the organization are assessed against proposed logistics tasks.</p> <p>1.4 Preliminary schedules are matched against operational capacity and capability of available transport systems, equipment and staff.</p> <p>1.5 Export logistics are planned for efficient and effective delivery and load handling in accordance with relevant regulatory and workplace procedures, taking into account key requirements.</p> <p>1.6 Strategies to address identified deficiencies in operational capability and availability are undertaken in accordance with workplace procedures.</p>
2 Develop contingency management strategy	<p>2.1 Quality standards and procedures for export logistics processes are confirmed and/or updated in accordance with workplace procedures.</p> <p>2.2 The nature, extent and impact of potential issues or incidents in the planned export logistics are assessed.</p> <p>2.3 Contingency management strategies for identified issues/incidents are established and evaluated including reference to previous scenarios of similar nature.</p>

	<p>2.4 Implementation procedures, including resource and infrastructure support, are documented and continually upgraded in regard to established quality standards and any changes in both the Ethiopian and the international operating environments.</p>
<p>3 Produce operation schedules for export logistics</p>	<p>3.1 Local and overseas transportation modes, times and routes are established to maximize effective and efficient operations.</p> <p>3.2 Resources are arranged in association with relevant Ethiopian and overseas personnel to meet the operational schedules.</p> <p>3.3 Ethiopian and international regulatory requirements, codes of practice and workplace procedures are identified and accounted for in operational schedule.</p> <p>3.4 Tracking procedures are applied to consignment(s) using relevant technology and systems in accordance with workplace procedures.</p> <p>3.5 Schedule is consolidated and forwarded to appropriate personnel.</p> <p>3.6 Schedule is stored in accordance with workplace procedures.</p>
<p>4 Monitor and coordinate systems for export logistics</p>	<p>4.1 Export logistics are monitored against identified quality standards, planned processes, and compliance with Ethiopian and international regulatory requirements.</p> <p>4.2 Non-compliance with quality standards, planned processes or regulatory requirements is identified and appropriate action is initiated to report and rectify any identified problems.</p> <p>4.3 Customer satisfaction with export logistics operations is monitored using appropriate methods.</p> <p>4.4 Customer concerns and suggestions for service improvements are acted upon in accordance with workplace procedures.</p> <p>4.5 Reports and other required documentation related to export logistics are completed and referred to relevant personnel in accordance with workplace procedures.</p> <p>4.6 Any changes in Ethiopian and international regulations and codes of practice relevant to export logistics are monitored, identified and appropriate action is initiated to ensure ongoing compliance of export logistics processes and systems.</p>

Variable	Range
Customers may be:	<ul style="list-style-type: none"> • internal or external
Transport may be:	<ul style="list-style-type: none"> • single or multi-modal may involve: <ul style="list-style-type: none"> • the use of designated routes
Key requirements for the planning of transport logistics may include but are not limited to:	<ul style="list-style-type: none"> • collection and distribution destination • transport duration times • type and compatibility of load • transport mode(s) and capacity • bond and customs requirements • return freight • fatigue management • use of designated routes
Consignments may be:	<ul style="list-style-type: none"> • palletised • containerised • packaged or loose • in gas, liquid or solid form
Information/documentation may include:	<ul style="list-style-type: none"> • Ethiopian and international codes of practice and regulations relevant to export logistics including bond and customs requirements • Ethiopian and international regulations and codes of practice for the handling, storage and transport of dangerous goods and hazardous substances, including the EDG and IDG Code • workplace operating procedures and policies relevant to export logistics • supplier and/or client instructions • agents advice on available transport options, timetables, schedules and issues • manufacturers specifications for equipment and goods • suppliers advice for the handling, transport and storage of goods and materials • material safety data sheets • dangerous goods documentation where applicable including dangerous goods declarations • relevant Ethiopian and international standards, criteria and certification requirements • information accessed through communications/computer technology and equipment, and verbal or signed communications • quality assurance standards and procedures • emergency procedures • relevant competency standards and training materials • QA plans, data and document control

	<ul style="list-style-type: none"> • conditions of service, legislation and industrial agreements including workplace agreements and awards
Work may be undertaken:	<ul style="list-style-type: none"> • in various work environments in the sections of the warehousing, storage, transport and distribution industries involved in export logistics
The workplace environment may involve:	<ul style="list-style-type: none"> • twenty-four hour operation • single and multi-site locations • large, medium and small workplaces
Critical parameters for the evaluation of consignment loads may include but are not limited to:	<ul style="list-style-type: none"> • type, capacity, compatibility and capability of load • agreed delivery times and destination • pick-up and drop-off points • waiting, loading and unloading times • agreed cost structure
Strategies to address identified deficiencies in operational capability and availability may include but are not limited to:	<ul style="list-style-type: none"> • re-negotiation of collection and/or delivery times • alternate transport mode(s) • outsourcing components of operation
Modes of transport for export may include:	<ul style="list-style-type: none"> • road and rail locally as well as either air or sea, and both local and overseas couriers
Calculation of transport duration times includes:	<ul style="list-style-type: none"> • travelling, loading, unloading, change-over and standing times and with due regard to varying transit condition and environments (i.e. local and overseas road, sea and weather conditions, traffic flows, government regulations)
Requirements for work may include:	<ul style="list-style-type: none"> • site restrictions and procedures • use of safety and personal protective equipment • systems and facilities for export logistics • specialised lifting and/or handling equipment • incident/accident breakdown procedures • additional gear and equipment • noise restrictions • hours of operation Ethiopian and overseas contacts • authorities and permits • communications/computing equipment
Hazard management is:	<ul style="list-style-type: none"> • consistent with the principle of hierarchy of control with elimination, substitution, isolation and engineering control measures being selected before safe working practices and personal protective equipment

<p>Consultative processes may involve:</p>	<ul style="list-style-type: none"> • employees, supervisors and managers • international and domestic agents, suppliers and current or potential clients • relevant authorities, government departments and institutions • representatives of other enterprises and organisations involved in export logistics • industrial relations and OHS specialists • other professional or technical staff
<p>Depending on the type of organisation concerned and the local terminology used, workplace procedures may include:</p>	<ul style="list-style-type: none"> • company procedures • enterprise procedures • organisational procedures • established procedures
<p>Communication in the work area may include:</p>	<ul style="list-style-type: none"> • phone • Electronic Data Interchange (EDI) • fax • email • internet • RF communications • bar code readers • oral, aural or signed communications
<p>Applicable regulations and legislation may include:</p>	<ul style="list-style-type: none"> • Ethiopian and international codes and regulations relevant to export logistics • Ethiopian and international regulations and codes of practice for the handling and transport of dangerous goods and hazardous substances, including: <ul style="list-style-type: none"> ➢ Ethiopian and International Dangerous Goods Codes ➢ Ethiopian Marine Orders and the International Maritime Dangerous Goods Code ➢ IATA Dangerous Goods by Air regulations ➢ Ethiopian and International Explosives Codes • relevant Ethiopian and international standards and certification requirements • licence, patent or copyright arrangements • transport licence/permit requirements • export/import/quarantine/bond requirements • Marine/Aviation Orders • relevant state/territory OHS and environmental protection legislation • workplace relations regulations

	<ul style="list-style-type: none"> workers compensation regulations equal opportunity, equal employment opportunity and affirmative action legislation
--	--

Evidence Guide	
Critical aspects of Competence	<p>The evidence required to demonstrate competency in this unit must be relevant to:</p> <ul style="list-style-type: none"> Plan efficient export logistics Develop contingency management strategy Produce operation schedules for export logistics Monitor and coordinate systems for export logistics
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> Relevant OHS and environmental protection procedures and regulations Workplace procedures for the planning and management of export logistics Problems that may occur during the planning and management of export logistics and action that can be taken to resolve or report the problems Focus of operation of export logistics systems, resources, management and workplace operating systems Local and overseas transport and equipment applications, capacities, configurations, safety hazards and control mechanisms Ethiopian and international regulatory, permit and licence requirements relevant to export logistics Application of relevant Ethiopian and international standards and associated certification requirements Business policies and plans including procedures for outsourcing components of operations and engaging additional resources Workplace policies including issue resolution and grievance procedures Resource availability including the competencies of individuals in the team/group Workplace documentation procedures relevant to export logistics
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> Communicate effectively with others when planning and managing export logistics Read and interpret instructions, procedures, information and signs relevant to the planning and management of export logistics

	<ul style="list-style-type: none"> • Prioritize work and coordinate self and others in relation to export logistics activities • Complete documentation related to the planning and management of export logistics • Provide leadership and work collaboratively with others when planning and managing export logistics • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Implement contingency plans for unanticipated situations that may arise when planning and managing export logistics • Monitor work activities in terms of planned schedule • Modify activities to cater for variations in workplace contexts and environment • Select and apply appropriate application of technology, information and communication systems and procedures • Adapt to differences in systems and equipment in accordance with standard operating procedures
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Manage Project Quality
Unit Code	EIS FFM5 15 1212
Unit Descriptor	This unit specifies the outcomes required to manage quality within projects. It covers determining quality requirements, implementing quality assurance processes, and using review and evaluation to make quality improvements in current and future projects.

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

3. Implement project quality improvements	<p>3.1 Processes are reviewed and agreed changes implemented continually throughout the project life cycle to ensure continuous improvement to quality.</p> <p>3.2 Project outcomes are reviewed against performance criteria to determine the effectiveness of quality management processes and procedures.</p> <p>3.3 Lessons learned and recommended improvements are identified, documented and passed on to a higher project authority for application in future projects.</p>
---	--

Variable	Range
Quality objectives	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • requirements from the client and other stakeholders • requirements from a higher project authority • negotiated trade-offs between cost, schedule and performance • those quality aspects which may impact on customer satisfaction
Quality management plan	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • established processes • authorizations and responsibilities for quality control • quality assurance • continuous improvement
Quality management methods, techniques and tools	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • brainstorming • benchmarking • charting processes • ranking candidates • defining control • undertaking benefit/cost analysis • processes that limit and/or indicate variation • control charts • flowcharts • histograms • pareto charts • scatter gram • run charts
Quality control	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • monitoring conformance with specifications • recommending ways to eliminate causes of unsatisfactory • performance of products or processes • monitoring of regular inspections by internal or external agents

Improvements	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • formal practices, such as total quality management or continuous improvement • improvement by less formal processes which enhance both the product quality and processes of the project, for example client surveys to determine client satisfaction with project team performance
--------------	--

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • lists of quality objectives, standards, levels and measurement criteria • records of inspections, recommended rectification actions and quality outcomes • management of quality management system and quality management plans • application of quality control, quality assurance and continuous improvement processes • records of quality reviews • lists of lessons learned and recommended improvements <p>Processes that could be used as evidence include:</p> <ul style="list-style-type: none"> • how quality requirements and outcomes were determined for projects • how quality tools were selected for use in projects • how team members were managed throughout projects with respect to quality within the project • how quality was managed throughout projects • how problems and issues with respect to quality and arising during projects were identified and addressed • how projects were reviewed with respect to quality management • how improvements to quality management of projects have been acted upon
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • the principles of project quality management and their application • acceptance of responsibilities for project quality management • use of quality management systems and standards • the place of quality management in the context of the project life cycle • appropriate project quality management methodologies; and their capabilities, limitations, applicability and contribution to project outcomes

	<ul style="list-style-type: none"> • attributes: <ul style="list-style-type: none"> ➤ analytical ➤ attention to detail ➤ able to maintain an overview ➤ communicative ➤ positive leadership
Underpinning Skills	<p>Demonstrate skills of:</p> <ul style="list-style-type: none"> • ability to relate to people from a range of social, cultural and ethnic backgrounds, and physical and mental abilities • project management • quality management • planning and organizing • communication and negotiation • problem-solving • leadership and personnel management • monitoring and review skills
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Facilitate and Capitalize on Change and Innovation
Unit Code	EIS FFM5 16 1212
Unit Descriptor	This unit specifies the outcomes required to plan and manage the introduction and facilitation of change; particular emphasis is on the development of creative and flexible approaches, and on managing emerging opportunities and challenges.

Elements	Performance Criteria
1. Participate in planning the introduction and facilitation of change	<p>1.1 Manager contributes effectively to the organization's planning processes to introduce and facilitate change.</p> <p>1.2 Plans are made to introduce change in consultation with appropriate stakeholders.</p> <p>1.3 Organization's objectives and plans are communicated effectively to introduce change to individuals and teams.</p>
2. Develop creative and flexible approaches and solutions	<p>2.1 Variety of approaches are identified and analyzed to manage workplace issues and problems.</p> <p>2.2 Risks are identified and assessed, and action initiated to manage these to achieve a recognized benefit or advantage to the organization.</p> <p>2.3 Workplace is managed in a way which promotes the development of innovative approaches and outcomes.</p> <p>2.4 Creative and responsive approaches to resource management improve productivity and services, and/or reduce costs.</p>
3. Manage emerging challenges and opportunities	<p>3.1 Individuals and teams are supported to respond effectively and efficiently to changes in the organization's goals, plans and priorities.</p> <p>3.2 Coaching and mentoring are made to assist individuals and teams to develop competencies to handle change efficiently and effectively.</p> <p>3.3 Opportunities are identified and taken as appropriate, to make adjustments and to respond to the changing needs of customers and the organization.</p>

	<p>3.4 Information needs of individuals and teams are anticipated and facilitated as part of change implementation and management.</p> <p>3.5 Recommendations for improving the methods and techniques to manage change are identified, evaluated and negotiated with appropriate individuals and groups.</p>
--	--

Variables	Range
Manager	a person with frontline management roles and responsibilities, regardless of the title of their position
Appropriate stakeholders	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • organization directors and other relevant managers • teams and individual employees who are both directly and indirectly involved in the proposed change • union/employee representatives or groups • OHS committees • other people with specialist responsibilities • external stakeholders where appropriate - such as clients, suppliers, industry associations, regulatory and licensing agencies
Risks	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • any event, process or action that may result in goals and objectives of the organization not being met • any adverse impact on individuals or the organization • various risks identified in a risk management process
Information needs	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • new and emerging workplace issues • implications for current work roles and practices including training and development • changes relative to workplace legislation, such as OHS, workplace data such as productivity, inputs/outputs and future projections • planning documents • reports • market trend data • scenario plans and customer/competitor data

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • Planning the introduction and facilitation of change • Developing creative and flexible approaches and solutions • Managing emerging challenges and opportunities

Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • Relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination • the principles and techniques involved in: <ul style="list-style-type: none"> ➤ change and innovation management ➤ development of strategies and procedures to implement and facilitate change and innovation ➤ use of risk management strategies: identifying hazards, • assessing risks and implementing risk control measures • problem identification and resolution • leadership and mentoring techniques • management of quality customer service delivery • consultation and communication techniques • record keeping and management methods • the sources of change and how they impact • factors which lead/cause resistance to change • approaches to managing workplace issues
Underpinning Skills	<p>Demonstrate skills on:</p> <ul style="list-style-type: none"> • Communication skills • Planning work • Managing risk
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Establish and Conduct Business Relationships
Unit Code	EIS FFM5 17 1212
Unit Descriptor	This unit covers the skills, attitudes and knowledge required to manage business relationship with customers.

Elements	Performance Criteria
1. Establish contact with customer	<p>1.1 Welcoming customer environment is maintained.</p> <p>1.2 Customer is greeted warmly according to enterprise policies and procedures.</p> <p>1.3 Effective service environment is created through verbal and non-verbal presentation according to enterprise policies and procedures.</p> <p>1.4 Customer data is maintained to ensure database relevance and currency.</p> <p>1.5 Information on customers and service history is gathered for analysis.</p> <p>1.6 Opportunities to maintain regular contact with customers are identified and taken up.</p>
2. Clarify needs of customer	<p>2.1 Customer needs are determined through questioning and active listening.</p> <p>2.2 Customer needs are accurately assessed against the products/services of the enterprise.</p> <p>2.3 Customer details are documented clearly and accurately in required format.</p> <p>2.4 Negotiations are conducted in a business-like and professional manner.</p> <p>2.5 Maximize benefits for all parties in the negotiation through use of established negotiation techniques and in the context of establishing long term relationships.</p> <p>2.6 The results of negotiations are communicated to appropriate colleagues and stakeholders within appropriate timeframes.</p>
3. Provide information and advice	<p>3.1 Features and benefits of products/services provided by the enterprise are described / recommended to meet customer needs.</p> <p>3.2 Information is provided to satisfy customer needs.</p> <p>3.3 Alternative sources of information/advice are discussed with the customer.</p>

4. Foster and maintain business relationships	<p>4.1 Pro-actively seek, review and act upon information needed to maintain sound business relationships.</p> <p>4.2 Agreements are honored within the scope of individual responsibility.</p> <p>4.3 Adjustments to agreements are made in consultation with the customer and share information with appropriate colleagues.</p> <p>4.4 Nurture relationships through regular contact and use of effective interpersonal and communication styles.</p>
---	--

Variables	Range
Opportunities to maintain regular contact with customers	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • informal social occasions • industry functions • association membership • co-operative promotions • program of regular telephone contact
Negotiation techniques	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • identification of goals, limits • clarification of needs of all parties • identifying points of agreement and points of difference • preparatory research of facts • active listening and questioning • non-verbal communication techniques • appropriate language • bargaining • developing options • confirming agreements and appropriate cultural behavior

Evidence Guide	
Critical Aspects of Competence	<p>Demonstrates skills and knowledge in:</p> <ul style="list-style-type: none"> • consistently applying enterprise policies and procedures and industry codes of practice in regard to customer service • providing a quality service environment by treating customers in a courteous and professional manner through all stages of the procedure • using effective questioning/active listening and observation skills to identify customer needs • communicating effectively with others involved in or affected by the work • maintaining relevant and current customer databases in accordance with enterprise policies and procedures

	<ul style="list-style-type: none"> • ability to build and maintain relationships to achieve successful business outcomes
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <ul style="list-style-type: none"> • enterprise policies and procedures in regard to: <ul style="list-style-type: none"> ➢ customer service ➢ dealing with difficult customers ➢ maintenance of customer databases ➢ allocated duties/responsibilities ➢ General knowledge of the range of enterprise merchandise and services, location of telephone extensions and departments/sections • legislation and statutory requirements, including consumer law, trade practices and fair trading legislation • industry/workplace codes of practice in relation to customer service • negotiation and communication techniques appropriate to negotiations that may be of significant commercial value
Underpinning Skills	<p>Demonstrate skills to:</p> <ul style="list-style-type: none"> • Use workplace technology related to use of customer database • Collect, organize and understand information related to collating and analyzing customer information to identify needs • Communicate ideas and information • Plan and organize activities concerning information for database entries • Use mathematical ideas and techniques to plan database cells and size • Establish diagnostic processes which identify and recommend improvements to customer service
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting.</p>

Occupational Standard: International Freight Forwarding Operations Management Level V	
Unit Title	Manage Continuous Improvement Process (Kaizen)
Unit Code	EIS FFM5 18 1212
Unit Descriptor	This unit describes the performance, outcomes, knowledge, attitude and skills required to sustain and develop an environment in which continuous improvement, innovation and learning are promoted, rewarded and managed.

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

	<p>4.3 Objectives, time frames, measures and communication plans are ensured in place to manage implementation.</p> <p>4.4 Contingency plans are implemented in the event of non-performance.</p> <p>4.5 Failure is followed-up by prompt investigation and analysis of causes.</p> <p>4.6 Emerging challenges and opportunities are managed effectively.</p> <p>4.7 Continuous improvement systems and processes are evaluated regularly.</p> <p>4.8 Improvements are communicated to all relevant groups and individuals.</p> <p>4.9 Opportunities are explored for further development of value stream improvement processes.</p>
5. Establish direction and control.	<p>5.1 A system audit tool is defined and implemented.</p> <p>5.2 The kaizen management system is deployed across all company levels and functions.</p> <p>5.3 Results are checked and corrections made.</p> <p>5.4 Standard operating procedures are developed and maintained.</p> <p>5.5 The recruit, training and evaluation systems are improved and HR practices compensated.</p>

Range	Variables
Parameters	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Working condition • Resources may include: <ul style="list-style-type: none"> ➤ Human ➤ Material ➤ Machine • Kaizen elements
Kaizen management template	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Visual management board for: <ul style="list-style-type: none"> ➤ displaying characteristic figures, data and graphics ➤ depicting and controlling processes ➤ identifying and marking sources of risks, setting and standards ➤ displaying company's values and goals of kaizen

Kaizen tools	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • 5S (a visual workplace management) • 7 QC tools(Cause and Effect Diagram, Check Sheet , Pareto Diagram , Histogram, Scatter Diagram, Control Chart and Flow Chart) • Brainstorming • Basic Industrial Engineering (IE) tools such as time study, motion study, line balancing, work sampling • JIT(JUST IN TIME principles) • MUDA identification and elimination tools • Kanban • Poka-yoke • Takt- time
Gemba activities	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Value-adding activities to satisfy the customer • Employee autonomous operations (participating in team to identify nonconformity, propose solutions and implement them autonomously)
Individual leadership capability	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Personal and interpersonal skills • Courage • Honour and integrity • Energy and drive • Strategic skills • Operating skills • Organizational positioning skills
Sustainability/continuous improvement	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Improvements made by following PDCA (Plan, Do, Check and Act) cycle for: <ul style="list-style-type: none"> ➢ Improvements in one's own work ➢ Saving in energy, material and other resources ➢ Improvements in the working environment ➢ Improvements in machines and processes ➢ Improvements in jigs and tools ➢ Improvement in office work ➢ Improvements in product quality ➢ Ideas for new products ➢ Customers services and customer relations
System audit tool	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • 5S audit • Patrol system • Kaizen board • 5M check lists and Key Performance Indicators (KPIs)

Standard operating procedure	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Administrative standards for: <ul style="list-style-type: none"> ➢ Managing the business ➢ Administration ➢ Personnel Guidelines ➢ Job Descriptions ➢ Guidelines for preparing cost information • Operation standards for: <ul style="list-style-type: none"> ➢ Describing the way a job is done. ➢ Help realising Quality, cost, delivery. ➢ Addressing the need to satisfy customers. ➢ Using the process that's the best. ➢ Producing work in the most cost effective manner. ➢ Assuring total quality for the customer.
HR practices	<p>May include but not limited to:</p> <ul style="list-style-type: none"> • Resources may include: <ul style="list-style-type: none"> ➢ Recruit and retain high quality people with innovative skills and a good track, record in innovation • HR development is used for: <ul style="list-style-type: none"> ➢ strategic capability and provide encouragement and facilities for enhancing innovating skills and enhancing the intellectual capital of the organization • Reward will: <ul style="list-style-type: none"> ➢ Provide financial incentives and rewards and recognition for successful innovation

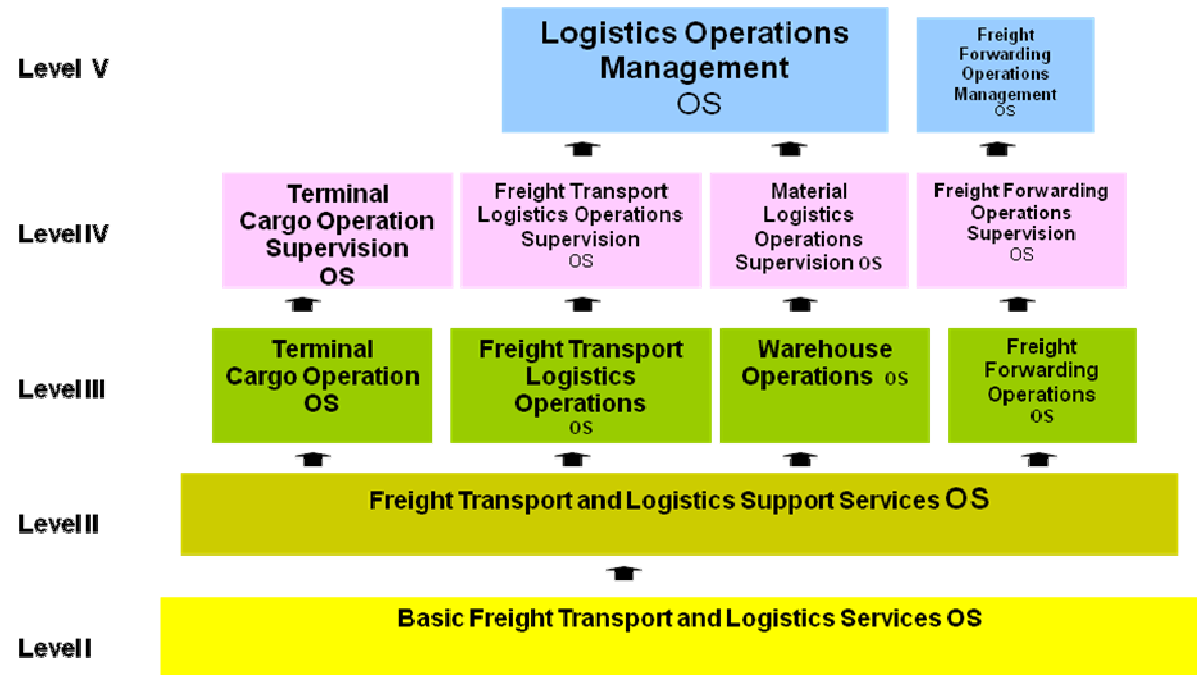
Evidence Guide			
Critical Aspects of Assessment	<p>Demonstrates skills and knowledge competencies to:</p> <ul style="list-style-type: none"> • Establish policy and cross-functional goals for kaizen • Deploy and implement goals as directed through policy deployment and cross-functional management. • Realize goals through deployment and audits. • Build systems, procedures, and structures conducive to kaizen. • Use kaizen in functional capabilities. • Introduce Kaizen as a corporate strategy • Provide support and direction between allocating resources • Establish, maintain and upgrade standards. • Make employees conscious through training programs. • Assist employees develop skills and tools for problem solving. 		
Underpinning Knowledge and Attitude	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> • Quality management and continuous improvement theories 		
Page 120 of 122	Ministry of Education Copyright	International Freight Forwarding Operations Management Ethiopian Occupational Standard	Version 2 September 2013

	<ul style="list-style-type: none"> • creativity/innovation theories/concepts • competitive systems and practices tools, including: <ul style="list-style-type: none"> ➤ 5S ➤ JUST IN Time (JIT) ➤ mistake proofing ➤ process mapping ➤ establishing customer pull ➤ setting of KPIs/metrics ➤ SOP ➤ Kaizen elements/targets. ➤ identification and elimination of waste/MUDA ➤ continuous improvement processes including implementation, monitoring and evaluation strategies for a whole organization and its value stream ➤ Difference between breakthrough improvement and continuous improvement ➤ organizational goals, processes and structure ➤ approval processes within organization ➤ methods of determining the impact of a change ➤ customer perception of value ➤ Define, Measure, Analyze, Improve and Control (DMAIC) to sustain process
Underpinning Skills	<p>Demonstrates Skills to:</p> <ul style="list-style-type: none"> • Use leadership skills to foster a commitment to quality and openness to improvement. • Analyze training needs and implementing training programs • Prepare and maintain quality and audit documentation • Undertake self-directed problem solving and decision-making on issues of a broad and/or highly specialized nature and in highly varied and/or highly specialized contexts • Communicate at all levels in the organization and to audiences of different levels of literacy and numeracy • Analyze current state/situation of the organization. • Analyze individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation • Solve highly varied and highly specialized problems related to competitive systems and practices implementation and continuous improvement to root cause • Negotiate with stakeholders, where required, to obtain information required for implementation and refinement of continuous improvements, including management, unions, employees and members of the community.

	<ul style="list-style-type: none"> • Review relevant metrics, including all those measures which might be used to determine the performance of the improvement system, including: <ul style="list-style-type: none"> ➤ Key Performance Indicators (KPIs) for existing processes ➤ Quality statistics ➤ Delivery timing and quantity statistics ➤ Process/equipment reliability ('uptime')
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: <ul style="list-style-type: none"> • Interview / Written Test • Observation / Demonstration with Oral Questioning
Context of Assessment	Competence may be assessed in the work place or in a simulated work place setting.



TRANSPORT AND LOGISTICS



Acknowledgement

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

We would like also to express our appreciation to the Staff and Experts of Shipping and Logistic Enterprise, Federal TVET Agency and Ministry of Education (MoE) who made the development of this occupational standard possible.

This occupational standard was developed in September 2013 at Bishoftu, Ethiopian Management Institute.

COMMENT TEMPLATE

The Federal TVET Agency values your feedback of the document.
If you would like someone to personally contact you, please provide the following information:
Name:
Region:
Phone number:
Email:
Contact preference: <input type="checkbox"/> Phone <input type="checkbox"/> E-mail
Please , leave a comment.

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

- **Phone# +251911207386/+251911641248/+251923787992 and**
- **E-mail: bizunehdebebe@yahoo.com/ Abebaw_maemer@yahoo.com /won_get@yahoo.com.**