Federal Democratic Republic of Ethiopia

OCCUPATIONAL STANDARD

FREIGHT TRANSPORT 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 Ethiopia 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 Ethiopia 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

UNIT OF COMPETENCE CHART

Occupational Standard: Logistics Operations Management
Occupational Code: EIS FTM

NTQF Level V

EIS LOM5 01 0913 Manage a Transport and Logistics Business Unit	**EIS LOM5 02 0913** Manage Customer Transport Requirements	**EIS LOM5 03 0913** Manage Transport Operations and System
EIS LOM5 04 0913 Develop and Maintain Operational Procedures for Transport and Logistics Enterprises	**EIS LOM5 05 0913** Plan and Conduct Road Convoy	**EIS LOM5 06 0913** Manage a Contract
EIS LOM5 07 0913 Manage Operational Plan	**EIS LOM5 08 0913** Manage Fatigue Management Policy and Procedures	**EIS LOM5 09 0913** Manage Budgets and Financial Plans
EIS LOM5 10 0913 Manage Performance	**EIS LOM5 11 0913** Interpret Data and Related Statistics	**EIS LOM5 12 0913** Manage Integrated Logistics Support Operations
EIS LOM5 13 0913 Develop and Evaluate Strategies for Transport and Logistics Enterprises	**EIS LOM5 14 0913** Apply Knowledge of Logistics, Storage and Distribution to International Freight	**EIS LOM5 15 0913** Implement Transport Vehicle Management System
EIS LOM5 16 0913 Manage a Supply Chain	**EIS LOM5 17 0913** Promote Products and Services to International Markets	**EIS LOM5 18 0913** Advise on and Manage Security and Safety in International Freight Transport
EIS LOM5 19 0913 Manage International Special Freight Transport Services Including Dangerous Goods and Special	**EIS LOM5 20 0913** Manage Terminal Facility Requirements	**EIS LOM5 21 0913** Identify Risk and Apply Risk Management Processes

EIS LOM5 22 0913 Use Complex Workplace Communication Strategies	**EIS LOM5 23 0913** Plan Logistic Support for Deployed Operations	**EIS LOM5 24 0913** Organize the Deployment and Delivery of Logistics Support
EIS LOM5 25 0913 Manage Materiel Sustainment Operations	**EIS LOM5 26 09132** Manage Verification and Validation	**EIS LOM5 27 0913** Manage Project Quality
EIS LOM5 28 0913 Facilitate and Capitalize on Change and Innovation	**EIS LOM5 29 0913** Establish and Conduct Business Relationships	**EIS LOM5 30 0913** Manage Continuous Improvement Process (Kaizen)

Occupational Standard: Logistics Operations Management Level V	
Unit Title	**Manage a Transport and Logistics Business Unit**
Unit Code	**EIS LOM5 01 0913**
Unit Descriptor	This unit involves the skills and knowledge required to manage transport and logistics business unit in accordance with relevant regulatory requirements and workplace procedures. This includes identifying the market for the business unit, setting transport and logistics business unit objectives, collecting information for business planning operations, establishing the resources required to achieve objectives, and managing business unit performance to achieve the required outcomes.

Elements	Performance Criteria	
1. Identify market	1.1	Existing **customers** are identified and feedback gained regarding performance.
	1.2	Improvements are planned to increase service provision.
	1.3	Potential customers are identified and arrangements are made to target potential customers.
2. Set transport and logistics business unit objectives	2.1	Goals for the transport and logistics business are identified in accordance with enterprise business plan.
	2.2	Key performance indicators are defined and documented.
	2.3	A strategy to achieve transport and logistics business unit objectives in the short, medium and long term is prepared.
	2.4	Contingency plans are developed in the event that objectives need to be varied.
3. Collect information for business planning operations	3.1	Information on market competitors, potential opportunities and weaknesses of the business is collected, analyzed and organized.
	3.2	Available resources are identified taking into account customer needs and the business objectives.
4. Establish resources to achieve objectives	4.1	Financial flows are planned and scheduled.
	4.2	Information on-costs and resource utilization is interpreted and budget requirements are identified.
	4.3	Staff and physical resource requirements are identified and costed to meet the business requirements.
	4.4	Job profiles are determined and resources are made available for training to meet business objectives.
	4.5	Transport and logistics **business unit** objectives and related policies and practices are explained to employees.

	4.6 Resource acquisition is managed to ensure business objectives are achieved.
5. Manage business unit performance	5.1 Systems and processes are established to assess progress in achieving profit/productivity plans and targets.
	5.2 Systems for resource acquisition and usage are established.
	5.3 Financial information is analyzed and interpreted to monitor profit/productivity performance.
	5.4 Systems and processes are monitored to establish whether resources are being used as planned.
	5.5 Problems with resource usage are investigated and rectified.
	5.6 Effective action is taken to reduce costs and enhance value to customers and/or enterprise.
	5.7 Recommendations for variations to operational plans are negotiated and approved by any relevant parties.
	5.8 Performance reports are generated in accordance with enterprise procedures.

Variables	Range
Customers	may be: • internal or external
Business unit	may be: • a complete small business enterprise • a unit within a larger organization, within the warehousing, storage, transport, and logistics industries
This unit requires	the application of system management processes to ensure business objectives are achieved
Operations	may be conducted: • by day or night • any weather conditions
The workplace environment	may involve: • twenty-four hour operation • single and multi-site locations • large, medium and small workplaces
Services, products, risks, work systems and requirements:	Are: • potentially vary in different sections of the workplace
Consultative processes	may involve: • employees, supervisors and managers • customers and suppliers • relevant authorities, government departments and institutions • representatives of other enterprises and organizations with an interest in the business activities of the unit/organization

	• industrial relations and OHS specialists
	• other professional or technical staff
Communications systems	may involve:
	• fixed and mobile telephone
	• radio
	• fax
	• email
	• electronic data transfer of information
	• mail and internal memo
Workplace procedures	may include:
	• company procedures
	• enterprise procedures
	• organizational procedures
	• established procedures
Documentation/records	may include:
	• Ethiopian codes of practice and regulations relevant to business unit operations
	• business policies and operating procedures
	• operations manuals, job specifications and procedures and induction documentation
	• supplier and/or client instructions
	• relevant Ethiopian Standards, criteria and certification requirements
	• communications technology equipment and oral, aural or signed communications
	• quality assurance standards and procedures
	• emergency procedures
	• relevant competency standards and training materials
	• plans, data and document control
	• conditions of service, legislation and industrial agreements including workplace agreements and awards
Applicable regulations and legislation	may include:
	• regulations and codes of practice relevant to business unit operations
	• relevant codes and regulations for the carriage and storage of hazardous substances and dangerous goods, where applicable
	• relevant Ethiopian Standards and certification requirements
	• relevant trade practices legislation
	• relevant OHS legislation
	• relevant environmental protection legislation
	• relevant workplace relations legislation
	• relevant workers compensation legislation
	• equal opportunity, equal employment opportunity and affirmative action legislation

Evidence Guide	
Critical Aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant to: • Identify market • Set transport and logistics business unit objectives • Collect information for business planning operations • Establish resources to achieve objectives • Manage business unit performance
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • Ethiopian and international regulations, codes of practice and legislative requirements relevant to business unit activities • Relevant OHS and environmental procedures and regulations • Workplace policies and processes for the management of a transport and logistics business unit • Problems that may occur when managing a transport and logistics business unit, and action that can be taken to report or resolve the problems • Hazards and risks that may arise during the management of a transport and logistics business unit, and ways of controlling the risks involved • Business policies and priorities • Market intelligence relevant to business operations • Information on key competitors' operations, strengths and weaknesses • Focus of operation of work systems, resources, management and workplace operating systems • Quality and customer service standards, policies and procedures • Application of relevant Ethiopian and international standards and associated certification requirements • Resource availability including the competencies of individuals in the team and group • The application of current competencies within functional activity
Underpinning Skills	Demonstrates skills to: • Communicate effectively with others when managing a transport and logistics business unit • Read and interpret operational data, regulatory requirements, market intelligence, finance, budgetary information and business policies relevant to the management of a transport and logistics business unit • Prioritize work and coordinate self and others in relation to business activities • Complete documentation related to the management of a transport and logistics business unit

	• Operate electronic communication equipment to required protocol • Work collaboratively with others when managing a transport and logistics business unit • 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 managing a transport and logistics business unit in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may arise when managing a transport and logistics business unit • Apply precautions and required action to minimize, control or eliminate hazards that may exist during work activities • Monitor work activities in terms of planned schedule • Modify activities depending on differing operational contingencies, risk situations and environments • Apply fatigue management knowledge and techniques • 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: • 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: Logistics Operations Management Level V	
Unit Title	**Manage Customer Transport Requirements**
Unit Code	**EIS LOM5 02 0913**
Unit Descriptor	This unit involves the skills and knowledge required to manage customer service. It includes assessing the goods/stock to be transported, determining the transit needs planning customer requirements; and confirming requirements with the customer It also covers ensuring delivery of quality products/services; monitoring, adjusting, completing all required documentation and reporting customer service

Elements	Performance Criteria
1. Assess goods/stock to be transported	1.1 Customer service parameters are followed in accordance with *workplace procedures*.
	1.2 In consultation with customer key characteristics of the goods/stock to be transported are determined.
	1.3 Regulatory and/or specific requirements for load shipment are identified.
	1.4 Specific load handling characteristics/requirements are identified.
	1.5 Task requirements are matched to workplace capability and operational focus.
2. Determine transit requirements	2.1 Applicable transportation modes are matched for customers geographic location, load packaging characteristics, quantity of goods to be transported and any special requirements.
	2.2 Required pick-up and destination point(s) are identified and assessed for safe access and *operation*.
	2.3 Specified transit times and routes are identified and agreed with customer.
	2.4 Transportation mode(s) are determined with customer with regard to load characteristics, transit requirements and cost-effectiveness.
	2.5 Risk assessment of transport service is undertaken in accordance with workplace policy and procedures.
3. Plan to meet internal and external customer requirements	3.1 The needs of customers are researched, understood and assessed, and included in the planning process.
	3.2 Provision is made in plans to achieve the quality, time and cost specifications agreed with customers.

4. Ensure delivery of quality products/services	4.1 Products/services are delivered to customer specifications within the team's/organization's business plan.
	4.2 Individual/team performance consistently meets quality, safety, resource and delivery standards.
	4.3 Coaching and mentoring assist colleagues to overcome difficulty in meeting customer service standards.
	4.4 Resources are used effectively and efficiently to provide quality products/services to customers.
5. Monitor, adjust and report customer service	5.1 The organization's systems and technology are used to monitor progress in achieving product/service targets and standards.
	5.2 Customer feedback is sought and used to improve the provision of products/services.
	5.3 *Decisions* to overcome problems and make improvements to products/services are taken in consultation with designated individuals/groups.
	5.4 Adjustments are made to products/services, and those who have a role in their planning and delivery are informed of changes.
6. Complete documentation	6.1 Decisions for proceeding with task are undertaken or referred in accordance with workplace procedures and within scope of authority.
	6.2 Parameters of service requirements for the workplace and customer are documented.
	6.3 Quotations for services/specifications are itemized and documented.
	6.4 Legislative, insurance or specific conditions for load transport are recorded.

Variable	Range
Workplace plans/procedures	may include: • company plans/procedures • enterprise plans/procedures • organizational plans/procedures • established plans/procedures
Operations	involve: • internal and external customer contact and coordination
Decision to provide service to customer	is: • undertaken within scope of authority Should reflect: • the scope of the organization to undertake the task and/or to outsource some or all of the task

The workplace environment	may involve twenty-four hour operation and may include: • single and multi-site locations • large, medium and small companies
Services, products, risks, work systems and requirements	may: • potentially vary across different sections of the workplace
Consignments	may be: • single and multi-site locations • palletized • containerized • packaged or loose • in gas, liquid or solid form
Special freight transport requirements	may involve: • single and multi-site locations • temperature controlled stock • live stock • dangerous goods • hazardous substances • specific security arrangements • oversized/over massed loads
Customer service standards and plans	may include: • response times/delivery times • protocols to which staff are trained to provide consistent quality service • quality specifications
Appropriate systems	may include: • quality management • customer feedback/response
Key characteristics of the goods/stock to be transported	may include the: • type of goods to be transported • load characteristics including perishability, spoilage, fragility, compatibility • packing and stowing requirements for load • aggregate size and capacity of load to be transported
Consultative processes	may involve: • existing and potential customers/clients • other employees and supervisors • suppliers • manufacturers • relevant authorities • management • union representatives • OHS specialists • other maintenance, professional or technical staff
Communications systems	may involve: • face-to-face conversation

	• telephone • fax • email • Electronic Data transfer of Information (EDI) • mail
Information/documentation	may include: • workplace procedures and policies • customer service standards and procedures • supplier and/or client instructions • workplace products and services information • quality assurance standards and procedures • regulations and policies relating to minimizing risks to the environment and ensuring compliance with OHS requirements • manufacturers/suppliers specifications, advice, recommended procedures, policies and instructions • Dangerous Goods Codes and related regulations and documentation including material safety data sheets • relevant agreements, codes of practice including the national standards for services and operations • reports of accidents and incidents • workplace guidelines on appropriate workplace language and communication strategies and interpretation of relevant information • legislation, regulations and related documentation relevant to workplace operations • emergency procedures • customer surveys, lists of complaints, reports from staff in relation to customers
Applicable regulations and legislation	may include: • trading regulations relevant to business operations • relevant OHS legislation • environmental protection regulations • hazardous substances and dangerous goods codes • relevant Ethiopian standards and certification requirements • license, patent or copyright arrangements • Ethiopian legislation, regulations and codes of practice, including consumer protection legislation • workplace relations regulations

Evidence Guide	
Critical Aspects of Competence	Demonstration of applying: • Assess goods/stock to be transported • Determine transit requirements • Plan to meet internal and external customer requirements • Ensure delivery of quality products/services

	• Monitor, adjust and report customer service • Complete documentation
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • Relevant sections of national and state regulatory requirements and codes of practice such as mass and load regulations, consumer protection legislation • Relevant OHS and environmental procedures and regulations • Organizational policies, principles, codes and performance standards • Risk management as it relates to dealings with customers, and managing potential fall-out from poor customer service • Performance management systems used in the organization • Quality management systems • Requirements for completing relevant documentation such as reports of customer complaints and resolutions • Steps involved in planning the work activities • Workplace protocols and procedures for the assessing and confirming customer transport requirements • Strategies to implement continuous improvement processes • Focus of operation of customer service and quotation/specification systems and resources • Typical problems that can occur when assessing and confirming customer transport requirements and related appropriate action that can be taken
Underpinning Skills	Demonstrates skills to: • Communicate and consult with others to ensure excellent customer service is modeled to staff and that customer issues are resolved • Prepare reports to develop and disseminate information on customer service performance • Interpret and follow operational instructions and priorities work • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Deal effectively with unplanned events such as a change in the volume of customer enquiries • Monitor work activities in terms of planned schedule, particularly in line with agreed time and quality standards • Communicate effectively with others when assessing and confirming customer transport requirements • Negotiate with others when assessing and confirming customer transport requirements • Read and interpret instructions, procedures, information and signs relevant to the assessment and confirmation of customer transport requirements

	- Complete documentation related to the assessment and confirmation of customer transport requirements
	- Select and appropriately apply technology, information systems and procedures to complete workplace tasks
	- Work collaboratively with others when assessing and confirming customer transport requirements
	- Promptly report and/or rectify any identified problems that may arise when assessing and confirming customer transport requirements in accordance with regulatory requirements and workplace procedures
	- Plan work activities, including predicting consequences and identifying improvements
	- 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: - 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: Logistics Operations Management Level V	
Unit Title	**Manage Transport Operations and System**
Unit Code	**EIS LOM5 03 0913**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to develop and monitor implementation of the operational plan, organize logistics road transport operations in a deployed context in support of organizational operations. To provide efficient and effective workplace practices within the organization's productivity and profitability plans. This unit also covers the skills and knowledge required to maintain, monitor and improve an enterprise's transport operations systems. It includes identifying systems involved with operations; overseeing safe and effective operations systems; and reviewing the overall efficiency of those systems. Management at a strategic level requires systems and procedures to be developed and implemented to facilitate the organization's operational plan.

Elements	Performance Criteria
1. Develop operational plan	1.1 Research, analyze and document *resource requirements* and develop an operational plan in consultation with *relevant personnel*, *colleagues and specialist resource managers*.
	1.2 Develop and/or implement *consultation processes* as an integral part of the operational planning process.
	1.3 Ensure details of the operational plan include the development of *key performance indicators* to measure organizational performance.
	1.4 Develop and implement *contingency plans* at appropriate stages of operational planning.
	1.5 Ensure the development and presentation of proposals for resource requirements is supported by a variety of information sources and seeks specialist advice as required.
	1.6 Obtain approval for plan from relevant parties and ensure understanding among work teams involved.
2. Plan and manage resource acquisition	2.1 Develop and implement strategies to ensure that employees are recruited and/or inducted within the organization's human resources management policies and practices.
	2.2 Develop and implement strategies to ensure that physical resources and services are acquired in accordance with the *organization's policies*, *practices and procedures*.

3. Prepare for transport operations	3.1 Systems involved with enterprise transport operations are identified.
	3.2 Operational requirement is analyzed in order to establish the scope of transport support.
	3.3 Operational or organizational constraints are recognized and transport tasks are planned to align with these constraints.
	3.4 The considerations of planning vehicle movement and tasking are applied to derive the most efficient employment of transport assets and personnel.
	3.5 Logistic information systems are utilized to monitor and coordinate transport support operations and to inform the decision making process.
	3.6 Transport requests are received and analyzed and a transport plan is developed.
	3.7 Identify relevant safety and efficiency issues regarding operations systems.
	3.8 Occupational Health and Safety (OHS) requirements and recognized safety precautions are applied throughout the operation in accordance with standard procedures.
4. Select transport route	4.1 Route is planned according to the route distance, geography, operational and technical considerations.
	4.2 Route reconnaissance is conducted to gather route information and to assist in transport planning.
	4.3 Transport route and plan are adjusted in accordance with changing circumstances and information.
5. Provide transport operations	5.1 The delivery of transport support is managed to meet the demands of the operation.
	5.2 *Personnel* are supervised and efficiently and effectively employed.
	5.3 Fatigue management strategies are applied to ensure vehicles are operated by rested and alert drivers.
	5.4 The preparation, movement and use of vehicles is monitored to ensure road transport is conducted with appropriate authority and effectively employed in accordance with organizational policy and procedures.
	5.5 The maintenance integrity of transport assets is monitored to ensure assets are available for support tasks.
	5.6 Liaison with agencies involved in the operation is carried out to ensure the most effective coordination of effort.
	5.7 Management and stakeholders are advised when significant issues or developments arise that may adversely impact on the operation.

	5.8 Records are maintained and entered into information systems.
6. Monitor and review operational performance	6.1 Develop, monitor and review performance systems and processes to assess progress in achieving profit and productivity plans and targets.
	6.2 Analyze and interpret budget and actual financial information to monitor and review profit and productivity performance.
	6.3 Identify areas of underperformance, recommend solutions, and take prompt action to rectify the situation.
	6.4 Review procedures for improvement of enterprise operations systems and take appropriate action where necessary.
	6.5 Implement procedures for improvement of enterprise operations systems.
	6.6 Plan and implement systems to ensure that mentoring and coaching are provided to support individuals and teams to effectively, economically and safely use resources.
	6.7 Negotiate recommendations for variations to operational plans and gain approval from designated persons/groups.
	6.8 Develop and implement systems to ensure that procedures and records associated with documenting performance are managed in accordance with organizational requirements.
	6.9 Communicate changes caused by improvements in operation systems to relevant personnel.
	6.10 Allocate supervision according to the skill level and job role of the team member.
	6.11 Utilize appropriate management systems to oversee operating systems.
	6.12 Provide team members with regular feedback on their work output in accordance with organizational requirements.

Variables	Range
Resource requirements	may include: • goods and services to be purchased and ordered • human, physical and financial resources - both current and projected • stock requirements and requisitions
Relevant personnel, colleagues and specialist resource managers	may include: • employees at the same level or more senior managers • managers • occupational health and safety committee/s and other people with specialist responsibilities

| | • supervisors |
	• union or employee representatives
Consultative processes	may involve:
	• other employees and supervisors
	• relevant authorities and institutions
	• management and union representatives
	• industrial relations and OHS specialists
Operational plans	may also be termed:
	• action plans
	• annual plans
	• management plans
	• tactical plans
Key performance indicators	may refer to:
	• measures for monitoring or evaluating the efficiency or effectiveness of a system which may be used to demonstrate accountability and to identify areas for improvements
Contingency plans	may include:
	• contracting out or outsourcing human resources and other functions or tasks
	• diversification of outcomes
	• finding cheaper or lower quality raw materials and consumables
	• increasing sales or production
	• recycling and re-using
	• rental, hire purchase or alternative means of procurement of required materials, equipment and stock
	• restructuring of organization to reduce labor costs
	• risk identification, assessment and management processes
	• seeking further funding
	• strategies for reducing costs, wastage, stock or consumables
	• succession planning
Organization's policies, practices and procedures	may include:
	• organizational culture
	• organizational guidelines which govern and prescribe operational functions, such as the acquisition and management of human and physical resources
	• Standard Operating Procedures
	• undocumented practices in line with organizational operations
Designated persons/groups	may include:
	• groups designated in workplace policies and procedures
	• managers or supervisors whose roles and responsibilities include decision making on operations
	• other stakeholders such as Board members
	• other work groups or teams whose work will be affected by recommendations for variations

The considerations when planning vehicle movement and tasking	may include: • vehicle availability • vehicle types • route • route capacity • road network • support vehicles • method of operation • method of movement • time • tactical situation • terrain • climate • driver availability • use of vehicle capacity • loads to be carried, including compatibility issues in regard to dangerous goods and/or ammunitions • handling of loads
Route information	may include: • harbor and staging areas • likely long halt locations and reporting points • other potential routes • obstacles • assembly areas, including laying up points and turnaround areas • driving time and condition between points • bridges, fords, waterways, tunnels and culverts • road width and capacity • likely effect of weather conditions en route • state of repair or construction en route • critical points
Communication in the work area	may include: • phone • Electronic Data Interchange (EDI) • fax • email • internet • RF systems • oral, aural or signed communications
Documentation and records	may include: • records of transport operations, including those in relation to time, quality or cost • relevant OHS and environmental protection regulations • reports of transport activities • emergency procedures • relevant Ethiopian Standards and certification requirements

Applicable legislation and regulations	may include:
	• workplace relations regulations
	• transport regulations, particularly as they apply to the monitoring of operations systems

Evidence Guide

Critical Aspects of Competence	Evidence of the following is essential:
	• development of an operational plan with details of how it will be implemented and monitored
	• Knowledge of models and methods for operational plans.
	• the management of at least two different road transport operations such as replenishment operations and passenger transport
	• the underpinning knowledge and skills
	• relevant legislation and workplace procedures
	• other relevant aspects of the Range
Underpinning Knowledge and Attitudes	Demonstrates knowledge of:
	• models and methods for operational plans
	• budgeting processes
	• alternative approaches to improving resource usage and eliminating resource inefficiencies and waste
	• Logistic concepts
	• Specialist knowledge of the organization, function and logistic capabilities
	• Organizational policy and procedure pertaining to road transport
	• Regulatory and standards requirements pertaining to road transport
	• Logistic analysis principles and processes
	• Vehicle and transport equipment capabilities and limitations
	• Environment considerations in planning transport support
	• Organizational writing conventions
	• Planning process
	• Fatigue management
	• Replenishment operations
	• Passenger transport operations
	• Relevant sections of national and state or territory regulatory requirements and codes of practice
	• Relevant OHS and environmental procedures and regulations
	• Requirements for completing relevant documentation
	• Code of practice for working collaboratively with others
	• Principles, purpose and location of controls, monitoring devices, and systems
	• Steps involved in planning the work activities
	• Procedures for adjusting controls to optimize the operation of

	the equipment
	• Procedures to be followed in the event of an emergency
Underpinning Skills	Demonstrates skills to:
	• Interpret instructions and apply to actions and tasks
	• Draft and release complex forms of written communication
	• Use problem-solving skills to apply a broad range of problem-solving strategies
	• Analyze the complexities of a task such as limitations, freedoms, vulnerabilities, time limitations
	• Undertake analysis to determine where internal and external factors impact on the transport support requirements
	• Use numeracy skills to accurately analyze and validate information
	• Use organizational skills to manage own planning tasks in concert with organizational requirements
	• Interpret policies and procedures
	• Make decisive, informed decisions that align with organizational requirements
	• Move forward despite the difficulty of the task
	• Use appropriate information technology and software
	• literacy skills to access and use workplace information and to write a succinct and practical plan
	• technology skills to use software to produce and monitor the plan against performance indicators
	• planning and organizational skills
	• coaching skills to work with people with poor performance
	• Numeracy skills to allocate and manage financial resources.
	• Communicate effectively with others when maintaining, monitoring and improving transport operations systems
	• Read and interpret instructions, procedures, information and signs relevant to work activities
	• Complete documentation related to work activities
	• Operate electronic communication equipment to required protocol
	• Work collaboratively with others
	• Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others
	• Implement contingency plans for unplanned events
	• Modify activities depending on differing operational contingencies, risk situations and environments
	• Monitor work activities in terms of planned schedule
	• Apply fatigue management knowledge and techniques
	• Adapt to differences in equipment and related standard operating and servicing 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: • 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: Logistics Operations Management Level V	
Unit Title	**Develop and Maintain Operational Procedures for Transport and Logistics Enterprises**
Unit Code	**EIS LOM5 04 0913**
Unit Descriptor	This unit involves the skills and knowledge required to develop and maintain operational procedures for transport and logistics enterprises in accordance with relevant regulatory requirements and workplace procedures, including planning and developing operational procedures, monitoring the implementation of the operational procedure(s), and evaluating the implementation of operational procedures.

Elements	Performance Criteria
1. Plan and develop operational procedures	1.1 Processes requiring development/modification of operational procedures are identified and confirmed with relevant personnel and business units.
	1.2 The scope, focus and extent of the operational procedure(s) are discussed and validated with effected personal.
	1.3 Current procedures are evaluated to ensure development is not unnecessarily duplicating previous work.
	1.4 *Factors* likely to impact upon the development process are identified and techniques adopted for their incorporation into the procedure(s).
	1.5 The proposed operational procedures are researched from a range of sources and include provision for user input.
	1.6 Operational procedures are *developed*, documented and verified with relevant internal/external personnel and/or organizations in accordance with workplace procedures.
	1.7 Where required, trialing of new operational procedures is undertaken with a target group.
	1.8 Performance indicators are developed to measure the effectiveness of the operational procedure(s).
2. Monitor the implementation of the operational procedure(s	2.1 The introduction of the operational procedure(s) to selected units/job functions is planned with affected personnel to ensure understanding and the need for compliance.
	2.2 Effective induction and supervision is provided to support personnel in implementing the new procedure(s).
	2.3 Performance of personnel is monitored to ensure adherence to the operational procedure(s) and to assess the requirement for modification to the process.
	2.4 Solicited feedback is actively sought from personnel implementing the operational procedure(s).

3. Evaluate the implementation of operational procedures	3.1 An assessment of the effectiveness of the operational procedure(s) is undertaken against developed performance indicators.
	3.2 Where required, the operational procedure(s) are modified/deleted in accordance with evaluation mechanism and enterprise requirements.
	3.3 Relevant personnel are kept informed of the evaluation process and advised of subsequent changes to operational procedure(s).
	3.4 Records, reports and recommendations for improvement are managed within the workplace information systems and processes.

Variables	Range
Factors impacting upon the development of operational procedures	may include: • legislative requirements • changes to technology • domestic and international market variability, political constraints • culture of the workplace • the principal services, products and competitive advantages of the organization
Development of operational procedures	may be: • internally and/or externally initiated
Operations	may be: • by day or night
The workplace environment	may involve: • twenty-four hour operation • single and multi-site locations • large, medium and small workplaces
Transport	may be: • single or multi-modal may involve: • the use of designated routes
Modes of domestic transport	may include: • road • rail • air • sea
Hazards	may include: • confined spaces • hazardous or dangerous materials • contamination of, or from, materials being handled • fire/explosions

	• noise, light, energy sources • stationary and moving machinery, parts or components • moving vehicles
Hazard management	is 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
Requirements for work	may include: • site restrictions and procedures • use of safety and personal protective equipment • systems and facilities for transport and logistics systems • specialized lifting and/or handling equipment • incident/accident breakdown procedures • additional gear and equipment • noise restrictions • hours of operation • authorities and permits • communications equipment
Consultative processes	may involve: • other employees and supervisors • suppliers, potential customers and existing clients • relevant authorities and institutions • relevant government instrumentalities • emergency services • management and union representatives • industrial relations and OHS specialists • other maintenance, professional or technical staff
Communication in the work area	may include: • phone • Electronic Data Interchange (EDI) • fax • email • internet • RF communications • bar code readers • oral, aural or signed communications
Personal protective equipment	may include but is not limited to: • gloves • safety headwear and footwear • safety clothing • safety glasses • two-way radios • high visibility clothing

Depending on the type of organization concerned and the local terminology used, workplace procedures	may include: • company procedures • enterprise procedures • organizational procedures • established procedures
Information/docume ntation	may include: • Ethiopian and international codes of practice and regulations relevant to transport and logistics operations including the EDG Code where applicable • workplace operating procedures and policies • supplier and/or client instructions • operations manuals, job specifications and procedures and induction documentation • 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 • Safe Working Limits (SWL) and Working Load Limits (WLL) of load shifting equipment and storage facilities • relevant Ethiopian and international standards, criteria and certification requirements • communications technology equipment, oral, aural or signed communications • quality assurance standards and procedures • emergency procedures • relevant competency standards and training materials • QA plans, data and document control • conditions of service, legislation and industrial agreements including workplace agreements and awards
Applicable procedures and codes	may include: • codes and regulations relevant to transport and logistics operations including the EDG Code where applicable • relevant Ethiopian and international standards and certification requirements • relevant state/territory OHS and environmental protection legislation in terms of duties of employers, employees, suppliers and contractors • license, patent or copyright arrangements • relevant workplace relations legislation • relevant workers compensation legislation • equal opportunity, equal employment opportunity and affirmative action legislation

Evidence Guide	
Critical Aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant: • Plan and develop operational procedures • Monitor the implementation of the operational procedure(s • Evaluate the implementation of operational procedures
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • Regulations, codes of practice and legislative requirements including local and international regulations relevant to transport and logistics operations and the Ethiopian Dangerous Goods Code where applicable • Workplace procedures for the development and maintenance of operational procedures for transport and logistics enterprises • Problems that may occur during the development and maintenance of operational procedures for transport and logistics enterprises and action that can be taken to resolve or report the problems • Risks and hazards related to the development and maintenance of operational procedures and ways of controlling the risks involved • Focus of operation of transport and logistics systems, resources, management and workplace operating systems • Transport and equipment applications, capacities, configurations, safety hazards and control mechanisms • License and permit requirements relevant to transport and logistics operations • Application of relevant Ethiopian 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 • The application of current competencies within functional activity • Relevant workplace documentation procedures
Underpinning Skills	Demonstrates skills to: • Communicate effectively with others when developing and ma operational procedures for transport and logistics enterprises • Read and interpret transport and logistics schedules, inventori requirements, customer instructions, workplace procedures ar relevant to the development and maintenance of operational p transport and logistics enterprises

	• Prioritize work and coordinate self and others in relation to transport and logistics operations • Complete documentation related to the development and maintenance of operational procedures for transport and logistics enterprises • Operate electronic communication equipment to required protocol • Provide leadership and work collaboratively with others when developing and maintaining operational procedures for transport and logistics enterprises • Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others • Promptly report and/or rectify any problems identified when developing and maintaining operational procedures for transport and logistics enterprises in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may arise when developing and maintaining operational procedures for transport and logistics enterprises • Apply precautions and required action to minimize, control or eliminate hazards that may exist during work activities • Plan and organize activities • Monitor work activities in terms of planned schedule • Modify activities to cater for variations in workplace contexts and environment • Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment • Select and apply appropriate application of technology, information systems and procedures • 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: • 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: Logistics Operations Management Level V	
Unit Title	**Plan and Conduct Road Convoy**
Unit Code	**EIS LOM5 05 0913**
Unit Descriptor	This unit involves the skills and knowledge required to plan and coordinate road convoy movement.

Elements	Performance Criteria
1. Plan convoy movement	1.1 Instructions to undertake movement by road convoy are received and interpreted.
	1.2 *Route reconnaissance* is conducted to inform the planning.
	1.3 Replenishment and staging requirements are identified.
	1.4 Logistic information systems are utilized to monitor and coordinate operation and to inform the decision making process.
	1.5 Operational or organizational constraints are recognized and tasks are planned to align with these constraints.
	1.6 Plan for the road convoy movement is developed and distributed.
	1.7 Occupational Health and Safety (OHS) requirements and recognized safety precautions are applied throughout the operation in accordance with standard procedures.
2. Lead the movement of a convoy	2.1 Deployment instructions are prepared and issued to personnel to inform them of the method and sequence of the road convoy.
	2.2 *Vehicle discipline* is enforced to ensure all vehicle speed, movement and behavior is in accordance with the convoy plan and organizational policy and procedure.
	2.3 Halts are coordinated during the road movement in accordance with the convoy plan and organizational policy and procedure.
	2.4 Replenishment and staging is undertaken in accordance with the convoy plan.
	2.5 Convoy protection, when needed, is ensured during the operation.
	2.6 Fatigue management strategies are applied to ensure vehicles are operated by rested and alert drivers.
	2.7 Liaison with agencies involved in the operation is carried out to ensure the most effective coordination of effort.
	2.8 Management and stakeholders are advised when significant issues or developments arise that may adversely impact on the operation.

Variables	Range
Route reconnaissance	may be conducted by: • inspection by surface transport • inspection by air recon over an area • using maps, charts, aerial photographs • by using local knowledge
Vehicle discipline	may include: • vehicle movement • use of light • noise • speed • use of controls • distance between vehicles • modes of communication

Evidence Guide	
Critical Aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant to: • Plan convoy movement • Lead the movement of a convoy
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • Fuel usage and vehicle distance planning • Specialist knowledge of the organization, function and logistic support capabilities • Organizational policy and procedure pertaining to road transport and convoy operations • Regulatory and standards requirements pertaining to road transport • Road traffic rules • Vehicle and transport equipment capabilities and limitations • Environment considerations in planning transport • Organizational writing conventions • Planning process as it applies to plan and conduct road convoy • Fatigue management strategies to plan and conduct road convoy • General knowledge of dangerous cargo
Underpinning Skills	Demonstrates skills to: • Interpret instructions and apply to actions and tasks • Draft and release complex forms of written communication • Use problem-solving skills to apply a broad range of problem-solving strategies • Analyze the complexities of a task such as limitations, freedoms, vulnerabilities, time limitations

	• Apply a planning process to produce suitable road movement plans • Use numeracy skills to accurately analyze and validate information • Use organizational skills to manage own planning tasks in concert with organizational requirements • Interpret policies and procedures • Navigate a vehicle • Supervise a team • Use appropriate information technology and software
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: • 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: Logistics Operations Management Level V	
Unit Title	**Manage a Contract**
Unit Code	**EIS LOM5 06 0913**
Unit Descriptor	This unit involves the skills and knowledge required to manage a contract. It includes confirming contract requirements; establishing a contract management system; and monitoring and evaluating the contract.

Elements	**Performance Criteria**
1 Confirm contract requirements	1.1 Relevant parties are consulted to identify their requirements of the contract.
	1.2 Special provisions needed are identified.
	1.3 Identify whether the contract is straightforward or whether specialist legal advice is needed and advice obtained where required.
	1.4 Contract specifications clearly identify the outcomes and measures required in the key performance areas.
	1.5 Relationship with contractor is managed in accordance with organizational policy and procedures.
2 Establish contract management system	2.1 Effective communication/information strategies are established.
	2.2 *Dispute and complaint system* is established according to organizational policy and *procedures*.
	2.3 Consistent and accurate records of contract progress are maintained.
	2.4 Management strategy is documented, monitored for effectiveness and adapted as necessary during the life of the contract.
3 Monitor contract	3.1 Regular inspections of contract services are undertaken to ensure compliance with specifications.
	3.2 Regular planned progress meetings are conducted and documented between all contract personnel to ensure problems are identified and resolved early and documented.
	3.3 Variations between the specified scope of services and the contract are identified and documented and relevant personnel are notified without delay.
	3.4 Contract costs are monitored on a regular basis to ensure that the service is carried out within financial and contractual requirements.
	3.5 Payments for contract services are authorized in accordance with the conditions of contract and organization's contract administrative system.

5 Evaluate the contract	5.1 Evaluation of contract performance is undertaken relative to planned performance measures and in *consultation* with stakeholders and suppliers.
	5.2 Conclusions are detailed against agreed criteria and a complete picture of performance of the supplier, the organization's procurement processes and value for money is provided.
	5.3 Evaluation is *documented* in accordance with organizational requirements to assist improvement in future procurement activities.
	5.4 Relevant parties are advised of evaluation outcomes in a timely manner in accordance with organizational guidelines.

Variable	Range
Disputes and complaints	may include disputes over: • requirements • delivery schedules • price changes • extensions to scope • additional tasking • payment schedules
Procedures	may be called: • Standard Operating Procedures (SOPs) • company procedures • enterprise procedures • organizational procedures • established procedures
Communication in the work area	may include: • phone • Electronic Data Interchange (EDI) • fax • email • internet • RF systems • oral, aural or signed communications
Consultative processes	may involve: • other employees and supervisors • relevant authorities • legal or other expert advisers
Documentation and records	may include: • relevant legislation, regulations and codes of practice related to procurement and contracted services • relevant OHS and environmental protection regulations, if applicable

	• organization's policies and procedures on procurement and contracted services • contract schedules, specifications and related documentation • quality assurance procedures • relevant Ethiopian Standards and certification requirements where these apply to the contracted services
Applicable legislation and regulations	may include: • relevant sections of national and state or territory regulatory requirements and codes of practice related to procurement, including trade practices law, law of contract, commercial law and fair trading legislation

Evidence Guide	
Critical aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant to: • Confirm contract requirements • Establish contract management system • Monitor contract • Evaluate the contract
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • Relevant sections of national and state or territory regulatory requirements and codes of practice related to procurement, including law of contract, trade practices law and commercial law to a level sufficient to be able to manage the performance of a contractor • Purchasing policies and practices of the organization • Whole-of-life considerations • Disposals considerations • Procedures for acceptance of goods or services • Procurement approval processes • Sufficient knowledge of finance to be able to manage a contract including negotiating price variations during the contract • Performance management to be able to identify and manage compliance with the contract • Confidentiality issues in relation to contracted services such as intellectual property • Negotiation practice in procurement, including legal aspects • Ethical issues • Equal employment opportunity and anti-discrimination law • Financial and accounting issues relevant to the contract. • Procedures for operating electronic communications equipment • Requirements for completing relevant documentation • Code of practice for working collaboratively with others
Underpinning Skills	Demonstrates skills to: • Communicate effectively with others when managing a

	contract
	• Read and interpret instructions, procedures, information and the contract itself
	• Interpret and follow operational instructions and prioritize work
	• Complete documentation related to contract management, including reports relevant to deliverables of stages and completion
	• Operate electronic communication equipment to required protocol
	• Work collaboratively with others
	• Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others
	• Negotiate solutions to problems as they arise during the management timeframe of the contract
	• Modify activities depending on differing operational contingencies, risk situations and environments and negotiate those modifications where necessary with the contractor or agent
	• 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	Competence may be assessed through: • 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: Logistics Operations Management Level V	
Unit Title	**Manage Operational Plan**
Unit Code	**EIS LOM5 07 0913**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to develop and monitor implementation of the operational plan to provide efficient and effective workplace practices within the organization's productivity and profitability plans. Management at a strategic level requires systems and procedures to be developed and implemented to facilitate the organization's operational plan.

Elements	Performance Criteria
1. Develop operational plan	*1.1* ***Resource requirements*** are researched, analyzed and documented and an operational plan is developed in consultation with ***relevant personnel***, ***colleagues and specialist resource managers***.
	1.2 ***Consultation processes*** are developed and/or implemented as an integral part of the operational planning process.
	1.3 Ensure details of the ***operational plan*** include the development of ***key performance indicators*** to measure organizational performance.
	1.4 ***Contingency plans*** are developed and implemented at appropriate stages of operational planning.
	1.5 Ensure the development and presentation of proposals for resource requirements is supported by a variety of information sources and seeks specialist advice as required.
	1.6 Obtain approval for plan from relevant parties and ensure understanding among work teams involved.
2. Plan and manage resource acquisition	2.1 Strategies are developed and implemented to ensure that employees are recruited and/or inducted within the organization's human resources management policies and practices.
	2.2 Strategies are developed and implemented to ensure that physical resources and services are acquired in accordance with the ***organization's policies***, ***practices and procedures***.
3. Monitor and review operational performance	3.1 Performance systems and processes are developed, monitored and reviewed to assess progress in achieving profit and productivity plans and targets.
	3.2 Budget and actual financial information is analyzed and interpreted to monitor and profit and productivity are reviewed performance.

	3.3 Areas of underperformance, recommend solutions are identified, and prompt action is taken to rectify the situation.
	3.4 Systems are planned and implemented to ensure that mentoring and coaching are provided to support individuals and teams to effectively, economically and safely use resources.
	3.5 Recommendations are negotiated for variations to operational plans and approval gained from *designated persons*/*groups*.
	3.6 Systems are developed and implemented to ensure that procedures and records associated with documenting performance are managed in accordance with organizational requirements.

Variable	Range
Resource requirements	may include: • goods and services to be purchased and ordered • human, physical and financial resources - both current and projected • stock requirements and requisitions
Relevant personnel, colleagues and specialist resource managers	may include: • employees at the same level or more senior managers • managers • occupational health and safety committee/s and other people with specialist responsibilities • supervisors • union or employee representatives
Consultation processes	may refer to: • email/intranet communications, newsletters or other processes and devices which ensure that all employees have the opportunity to contribute to team and individual operational plans • mechanisms used to provide feedback to the work team in relation to outcomes of consultation • meetings, interviews, brainstorming sessions
Operational plans	may also be termed: • action plans • annual plans • management plans • tactical plans
Key performance indicators	may refer to: • measures for monitoring or evaluating the efficiency or effectiveness of a system which may be used to demonstrate accountability and to identify areas for improvements

Contingency plans	may include: • contracting out or outsourcing human resources and other functions or tasks • diversification of outcomes • finding cheaper or lower quality raw materials and consumables • increasing sales or production • recycling and re-using • rental, hire purchase or alternative means of procurement of required materials, equipment and stock • restructuring of organization to reduce labour costs • risk identification, assessment and management processes • seeking further funding • strategies for reducing costs, wastage, stock or consumables • succession planning
Organization's policies, practices and procedures	may include: • organizational culture • organizational guidelines which govern and prescribe operational functions, such as the acquisition and management of human and physical resources • Standard Operating Procedures • undocumented practices in line with organizational operations
Designated persons/groups	may include: • groups designated in workplace policies and procedures • managers or supervisors whose roles and responsibilities include decision making on operations • other stakeholders such as Board members • other work groups or teams whose work will be affected by recommendations for variations

Evidence Guide	
Critical aspects of Competence	Evidence of the following is essential: • development of an operational plan with details of how it will be implemented and monitored • knowledge of models and methods for operational plans
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • literacy skills to access and use workplace information and to write a succinct and practical plan • technology skills to use software to produce and monitor the plan against performance indicators • planning and organizational skills • coaching skills to work with people with poor performance • numeracy skills to allocate and manage financial resources
Underpinning Skills	Demonstrates skills to: • models and methods for operational plans • budgeting processes

	• alternative approaches to improving resource usage and eliminating resource inefficiencies and waste
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: • 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: Logistics Operations Management Level V	
Unit Title	**Manage Fatigue Management Policy and Procedures**
Unit Code	**EIS LOM5 08 0913**
Unit Descriptor	This unit involves the skills and knowledge required to manage fatigue management policy and procedures in an organization, including identifying legal requirements, liabilities and responsibilities; establishing and/or improving fatigue management implementation plan and related policy and procedures; and acting appropriately upon reports on the implementation of fatigue management policy and any identified breaches of fatigue management regulations. It also includes ensuring that the operation's systems are compliant with fatigue management regulations and policy; planning and organizing adequate resources and operational systems; and facilitating the training and assessment of staff on their responsibilities and fatigue management techniques.

Elements	Performance Criteria
1 Identify or confirm fatigue management legal requirements and responsibilities	1.1 Current legal requirements, liabilities and responsibilities for effective fatigue management within the organization are identified and interpreted.
	1.2 Any existing fatigue management plans, policies and procedures are obtained and reviewed.
	1.3 Internal risks concerning the potential effects of fatigue are identified or confirmed and reviewed.
	1.4 External risks within the supply chain of the organization's services and/or products concerning the potential effects of fatigue are identified or confirmed and reviewed in accordance with regulations on fatigue management and the related chain of responsibility.
2 Establish and improve fatigue management policy and procedures	2.1 A fatigue risk management system implementation plan for the organization is developed or reviewed and improved.
	2.2 The fatigue risk management policy and procedures for the organization are developed or reviewed and improved in conjunction with relevant personnel.
	2.3 Feedback is obtained from key stakeholders both within and outside of the organization on the implementation plan and the related policy and procedures.
	2.4 Appropriate adjustments are made to the plan, policy and procedures based on the feedback received.
	2.5 Managerial approval for the fatigue risk management system implementation plan and the related policy and procedures is obtained in accordance with organizational procedures.

		2.6 The fatigue risk management system implementation plan and the related policy and procedures are distributed and presented to relevant personnel in the organization for implementation.
3	Act upon reports on the implementation of fatigue management policy	3.1 Reports from designated personnel on the implementation of the organization's fatigue risk management system implementation plan and the related policy and procedures are received and interpreted.
		3.2 Accidents and safety incidents are reviewed and/or investigated and analyzed to identify the extent to which fatigue might have been a contributing factor.
		3.3 Information provided in the reports indicating that fatigue management policy and procedures are not being correctly implemented is analyzed and an appropriate managerial response and related action is initiated.
		3.4 Opportunities for improvements to the organization's fatigue risk management system implementation plan and its related policy and procedures are identified and appropriate action is taken to make the necessary adjustments.
4	Act upon identified breaches of fatigue management regulations	4.1 Identified or reported breaches of fatigue management policy are investigated in accordance with organizational procedures and regulatory requirements.
		4.2 Action is taken to ensure that internal and/or external personnel who may have contributed to any breach of fatigue management policy are provided with appropriate feedback and information to avoid any recurrence of the breakdown in planned fatigue management processes.
		4.3 Where organizational procedures or culture is found to have contributed to a breach in fatigue management policy, appropriate action is taken to improve the procedures or address the culture in ways that aim to avoid any recurrence of the breakdown in planned fatigue management processes.
		4.4 A report on any breaches of fatigue management policy is prepared and submitted to designated personnel as per organizational procedures together with details of action taken to prevent a recurrence.
5	Ensure that operations systems are compliant with fatigue management regulations and policy	5.1 All operations systems and standard operating procedures are reviewed in terms of their compliance with the organization's fatigue management regulations and policy.
		5.2 Where necessary, changes are made to operations systems and standard operating procedures to ensure that they are compliant.

		5.3 In accordance with the principles of 'chain of responsibility', appropriate discussions are held with relevant personnel in supplier or subcontractor companies in the organization's supply chain to ensure their operation's systems and standard operating procedures are compliant with the fatigue management regulations and policy.
6	Plan and organize adequate resources and operational systems	6.1 Organizational budgets and resource allocation strategies are planned to provide adequate resources for the implementation of the organization's fatigue risk management system.
		6.2 Periodic reviews are undertaken of budgetary and resource allocation arrangements as they relate to the implementation of the organization's fatigue risk management systems and appropriate improvements are made if required.
7	Facilitate the training and assessment of staff on fatigue management policy and procedures	7.1 Organizational training systems are planned to provide competency-based on the job and off the job training and assessment opportunities as detailed in the organization's strategic plan.
		7.2 Team leaders and supervisory and training staff are provided with adequate opportunities to develop the required expertise to contribute to the organization's fatigue management training and assessment activities.
		7.3 Periodic reviews are undertaken of fatigue management training systems and appropriate improvements are made if required.

Variable	Range
Workplace	may include: • any work environment requiring safety critical operational judgments to be made and in particular when operating equipment, vehicles, load shifting equipment, trains, marine vessels and aircraft at night
Components of a fatigue risk management system	include: • risk management policy documents • risk management procedures • risk management competence assessment processes • risk management training and learning opportunities • hazard control system
The need for fatigue management in a range of industry situations	including: • operations conducted at all times but particularly at night • typical weather conditions • while working and/or driving at a workplace, depot, base or warehouse • while working and/or driving at a client's workplace or work site • driving a motor vehicle on the open road

	• driving a motor vehicle on a private road • driving a train, locomotive or motive power unit • operating a marine vessel in coastal or international waters • operating an aircraft • operating load shifting equipment • operating safety critical industrial plant and equipment
Work-related factors that may contribute to fatigue	include: • work demands such as: workload, work duration, shift pattern, time of day, frequency and duration of breaks and the type of work (e.g. .working in isolation, repetitive tasks and boring, monotonous or under-challenging tasks) • organizational factors such as: work environment (including temperature, ventilation, continual rhythmic vibration from equipment), payment system, trip and work scheduling, and the predictability of work
Worker/operator-related factors that may contribute to fatigue	include: • lifestyle factors such as: sleep patterns, alcohol and drug use, quantity and timing of food and drink, and opportunities for relaxation with family and friends • working multiple jobs • personal or biological factors such as: state of mental and/or physical health, inadequate sleep, sleep disorders, emotional stress, family responsibilities, relationship difficulties, inadequate competence to complete work tasks, and circadian rhythms
Responsibilities of organization for fatigue risk management	may include: • providing support such as: complying with fatigue management regulations, developing and implementing appropriate policy and procedures, providing assessment, training and learning opportunities, and establishing and implementing error and incident reporting systems • ensuring work schedules provide adequate opportunity for rest and recovery between shifts • assessing work tasks for fatigue related risk and redesigning if necessary • managing fatigued employees
Responsibilities of individual for fatigue risk management	may include: • following the organization's fatigue management policy and procedures • using time away from work appropriately to rest and recover • checking and ensuring fitness for work • reporting symptoms of fatigue
Fatigue management competency-based training	may include: • initial induction training (incorporating a basic fatigue management component) • fatigue management awareness training

	• in-depth training on fatigue and fatigue management techniques • remedial training where existing competence is assessed as being insufficient • refresher training on fatigue management
Depending on the organization, operating procedures	may include: • standard operating procedures • company procedures • enterprise procedures • organizational procedures • established procedures
Information and documents	may include: • Commonwealth and federal and/or regional states regulations and guidelines concerning fatigue management in various transport and workplace situations • fatigue risk management system documents • workplace instructions and procedures on fatigue management • reports of audits of fatigue risk management system • error and safety incident reports • relevant OHS regulations and procedures • relevant standards and certification requirements • quality assurance procedures
Applicable legislation, regulations and codes	may include: • relevant regulations and codes of the Commonwealth Government and the federal and/or regional states regulatory authorities concerning fatigue management • relevant federal and/or regional states road rules • relevant rail industry safe working codes and regulations (where applicable) • relevant federal and/or regional states permit regulations and requirements • relevant federal and/or regional states OHS legislation

Evidence Guide	
Critical aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant to: • Identify or confirm fatigue management legal requirements and responsibilities • Establish and improve fatigue management policy and procedures • Act upon reports on the implementation of fatigue management policy • Act upon identified breaches of fatigue management regulations • Ensure that operations systems are compliant with fatigue management regulations and policy

	• Plan and organize adequate resources and operational systems • Facilitate the training and assessment of staff on fatigue management policy and procedures
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • Relevant legislation, regulations, permit and license requirements related to fatigue management • Relevant OHS regulations as they relate to fatigue • Components of a fatigue risk management system and policies and procedures related to fatigue management, and the control of factors that can contribute to fatigue and fatigue-related accidents • Responsibilities of both an organization and individual employees for the implementation of fatigue management regulations and policies, including requirements agreed with suppliers and sub-contractors in the supply chain of the organization's services and products • Procedures for the auditing and review of an organization's fatigue risk management system and related policy and procedures, and for the reporting of the outcomes of audits • Budgetary and resource requirements for the implementation of an organization's fatigue risk management system • Processes and resources for assessing employees' competence in fatigue management • Systems for auditing of the effectiveness and efficacy of an organization's fatigue risk management strategies, policies and procedures • Strategies for ensuring that the investigation and analysis of errors, safety incidents and accidents identify the extent to which fatigue is a contributing factor • Options and resources for providing training and learning opportunities for employees on fatigue management and the implementation of an organization's fatigue risk management system, including initial induction training, in-depth training on fatigue and fatigue management techniques, remedial training where existing competence is assessed as being insufficient, and refresher training on fatigue management • Sources of information on fatigue • The risks and hazards created by fatigue in the workplace • How fatigue affects workplace performance • How fatigue contributes to workplace accidents • Ways of recognizing fatigue • Fatigue reduction and proofing strategies available to an organization that can minimize the risk of errors and safety incidents due to fatigue such as assigning low risk tasks to periods when fatigue risk is higher • Causes and effects of fatigue on employees

	• Strategies and ways to manage fatigue • Factors which increase fatigue-related errors and accidents • Lifestyles which promote the effective long-term management of fatigue
Underpinning Skills	Demonstrates skills to: • Communicate effectively with others when implementing the organization's fatigue risk management system • Read and interpret documentation on fatigue management legislation and the organization's fatigue risk management system and apply them to management activities • Recognize breaches of fatigue management strategies and regulations and take appropriate action in accordance with organization's fatigue risk management system • Work collaboratively with employees and other management staff others to implement the organization's fatigue risk management system • Plan and organize budgetary requirements and resource allocation for the implementation of an organization's fatigue risk management system • Organize audits and reviews of an organization's fatigue risk management system • Modify activities and take appropriate initiatives to manage the implementation of an organization's fatigue risk management system depending on differing contexts, risk situations and environments • Adapt to any changes in legislation and regulations as they may relate to fatigue management • Facilitate systems that assist employees to identify their own learning needs on matters related to fatigue management
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: • 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: Logistics Operations Management Level V	
Unit Title	**Manage Budgets and Financial Plans**
Unit Code	**EIS LOM5 09 0913**
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.

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

Variable	Range
Delegations and budget accountabilities	may include: • monitoring expenditure • authorizing expenditure within limits • reporting on variances to budget/plan • taking remedial action within budget authority
Documentation and records	may include: • quality assurance procedures • relevant Ethiopian Standards and certification requirements
Workplace procedures	may be called: • Standard Operating Procedures (SOPs) • company procedures • enterprise procedures • organizational procedures • established procedures
Applicable legislation and regulations	may include: • 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	The evidence required to demonstrate competency in this unit must be relevant to: • Communicate budget and financial plans • Monitor and control activities against plans • Report outcomes of financial plans
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • 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 • 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	Demonstrates skills to: • 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	Competence may be assessed through: • 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: Logistics Operations Management Level V	
Unit Title	**Manage Performance**
Unit Code	**EIS LOM5 10 0913**
Unit Descriptor	This unit covers supervision and performance management in accordance with the organization's performance management system. It includes linking individual/workgroup activities to organizational goals, setting performance expectations, measuring performance achievements, and renegotiate performance and development plans. In practice, performance management may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, leading a group, managing projects, supervising inspections, benchmarking performance, etc.

Elements	Performance Criteria
1. Link individual**/**workgroup activities to organizational goals	1.1 The organization's mission, vision and goals are identified, linked and explained in accordance with each individual's needs. 1.2 Individual and **workgroup** activities are aligned with organizational goals in consultation with workgroup members. 1.3 Individual and workgroup activities are prioritized in accordance with **organizational directions**.
2. Set performance standards expectations	2.1 **Performance standards** are identified and clarified in accordance with organizational policy and procedures. 2.2 Performance standards are consulted upon, negotiated and agreed. 2.3 Performance and learning/development plans are developed and agreed, to document team and individual performance targets, standards and professional development objectives. 2.4 Performance targets and key performance indicators are developed that are specific, realistic and measurable. 2.5 Performance plans are implemented in accordance with organizational requirements.
3. Measure performance achievements	3.1 Individual performance is monitored, **appraised** and measured against performance goals and required business outcomes. 3.2 Performance is assessed and addressed in a fair and timely manner in accordance with **legislation, policy and procedures**. 3.3 Disagreement or conflict is managed and documented in accordance with organizational policy and procedures.

	3.4 Where possible, outstanding performance is recognized/rewarded in accordance with organizational policy and procedures.
	3.5 Under-performance is addressed promptly in accordance with organizational guidelines, procedures and the principles of natural justice.
	3.6 Areas/strategies for improvement are identified and implemented to continuously improve performance and outcomes.
4. Renegotiate performance and learning**/** development plans	4.1 The results of performance management are documented in accordance with legislative and organizational requirements and used to identify strengths and performance gaps.
	4.2 Learning is captured to inform knowledge management strategies and transfer skills to other staff.
	4.3 Performance standards are renegotiated and agreed in accordance with organizational procedures.
	4.4 *Learning and development* objectives are identified and agreed to enhance performance and meet developing organizational and workgroup goals.
	4.5 Agreed performance standards and related professional development are documented in accordance with organizational policy and procedures.

Variables	Range
Workgroup	may include: • an existing team • group formed for a special purpose or project • business unit
Organizational directions	may relate to: • strategic plan • business plan • operational plan • sector-wide requirements • organizational capability framework • succession planning
Performance standards	may include: • selection criteria • best practice standards • quality standards • organizational practice standards • competencies • service level standards • standards in codes of ethics/conduct/confidentiality • standards in legislation/regulations/policy/guidelines

	• agreed goals and outcomes at workgroup (business) and organization (strategic) level
Appraisal processes	may include: • 360° feedback • performance data • supervisor/employee feedback • peers • client/customer feedback • assessor feedback • evaluation of job position statement against current job role • validation feedback • feedback from subject matter experts • results of training needs analyzes for workgroup/individual • previous performance and development plans with agreed goals
Legislation, policy and procedures	may include: • Federal and/or regional states legislation and regulations such as: • public sector management acts • privacy legislation • freedom of information • equal employment opportunity, anti-discrimination and harassment legislation • employment legislation • Occupational health and safety legislation. • ethics and accountability standards • public sector standards • organizational policy, procedures and protocols • international legislation/codes of behavior • enterprise bargaining agreements • award conditions/requirements • strategic and business plans
Learning and development opportunities	may include: • formal course participation • on-the-job training • work experience • staff exchanges • mentoring • coaching • external study • conference and seminar attendance • induction • job rotation • higher duties • work shadowing opportunities

Appraisal processes	may include: • 360° feedback • performance data • supervisor/employee feedback • peers • client/customer feedback • assessor feedback • evaluation of job position statement against current job role • validation feedback • feedback from subject matter experts • results of training needs analyzes for workgroup/individual • previous performance and development plans with agreed goals
Information	may include: • legislation • plans • industrial awards and agreements • organization policies, plans, procedures and protocols • performance management system • quality standards • efficiency indicators • capability frameworks • leadership capabilities • standards/conditions outlined in performance contracts

Evidence Guide	
Critical Aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant to: • legislation, regulations, policies, procedures and guidelines relating to performance management such as: • applying legislation, regulations and policies relating to performance management

Underpinning Knowledge and Attitudes	Demonstrates knowledge of:
	• legislation, regulations, policies, procedures and guidelines relating to performance management such as:
	  ➢ equal employment opportunity
	  ➢ grievance procedures
	  ➢ disciplinary procedures
	  ➢ code of conduct
	  ➢ privacy legislation
	  ➢ freedom of information
	  ➢ organization's performance management system
	  ➢ organization's learning and development system
	  ➢ impact of learning and development opportunities on performance
	  ➢ remuneration systems
	  ➢ equity and diversity principles

	> public sector legislation such as occupational health and safety and environment in the context of performance management
Underpinning Skills	Demonstrates skills to: • applying legislation, regulations and policies relating to performance management • giving feedback on performance • maintaining confidentiality • communicating with a diverse workforce including listening, questioning, clarifying, negotiating and managing conflict • responding to diversity, including gender and disability • identifying future learning and development requirements • applying time management • recordkeeping • applying procedures relating to occupational health and safety and environment in the context of performance management
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: • 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: Logistics Operations Management Level V	
Unit Title	**Provide Strategic Direction**
Unit Code	**EIS LOM5 11 0913**
Unit Descriptor	This unit covers the provision of strategic direction within the organization. It includes analyzing factors in the operating environment, developing and coordinating a strategy for determining strategic priorities, and formulating and communicating strategic priorities. In practice, providing strategic direction overlaps with other generalist or specialist public sector work activities such as providing ethical leadership, influencing strategic policy, managing diversity, leading human resources etc.

Elements	Performance Criteria
1. Analyze factors in the operating environment	1.1 The organization's purpose and direction within the overall government strategy, and its integration with other government service providers, are analyzed with a view to determining key factors and issues for consideration and response.
	1.2 The organization's culture, values and strategic priorities are analyzed with a view to determining key factors and issues for consideration and response.
	1.3 Internal and external factors likely to impact upon the organization are continually monitored and analyzed.
	1.4 **Best practice models** related to the nature of the organization's core business are explored.
	1.5 Client needs and preferences are identified and analyzed.
	1.6 **Legislation and organizational policies and practices** that may impact upon organization's operations are identified and analyzed.
2. Develop and coordinate a strategy for determining strategic priorities	2.1 Consultation with key **stakeholders** is conducted in a manner that maximizes their commitment and contribution.
	2.2 Constructive solutions are found where stakeholders are in conflict.
	2.3 Analysis and evaluation of information gained from a variety of sources, including key stakeholders, is used to identify strategic options for prioritization.
	2.4 Benchmarking is undertaken with other organizations or best practice standards to inform development of **strategic priorities**.
	2.5 Priorities of other government service providers are considered to ensure duplication will be avoided and services integrated for the benefit of clients.

3. Formulate and communicate strategic priorities	3.1 Strategic priorities are developed that support overall government strategy.
	3.2 Strategic priorities are developed that embody the organization's values, beliefs and philosophy.
	3.3 Strategic priorities are used to draw together and reflect the suggestions and interests of stakeholders.
	3.4 Strategic priorities are developed that embody a shared vision for the future and set out challenging but realistic objectives that encourage staff to be creative and innovative in their approach to attaining objectives.
	3.5 Strategic priorities are communicated to stakeholders using a variety of strategies and in such a way as to attract their support.
	3.6 Implementation is monitored to ensure strategic priorities are addressed through related business unit and individual objectives.

Variables	Range
Best practice models	may include state, national and international models
Legislation, organizational policies and practices	may include: • Commonwealth and Federal and/or regional states legislation including equal employment opportunity and anti-discrimination law • national and international codes of practice and standards • environmental/sustainability standards • the organization's policies and practices • government policy and codes of conduct
Stakeholders	may include: • all those individuals and groups both inside and outside the organization that have some direct interest in the organization's behavior, actions, products and services, such as: • employees at all levels of the organization • other public sector organizations • union and association representatives • boards of management • government and Ministers
Strategic priorities	may be objectives in key result areas identified through the organization's strategic planning process that have the highest priority rating demanding immediate action

Evidence Guide	
Critical Aspects of Competence	The evidence required to: • organizational goals, policies and procedures • delegating work to others

Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • organizational goals, policies and procedures • equal employment opportunity, equity and diversity principles • the relationship between effective human resource functions and the attainment of business unit objectives • human resource policies and practices • environmental and sustainability practices • emotional intelligence principles and strategies • group processes and facilitation techniques • team building strategies • the organization's career and human resource development strategies, programs and plans • conflict resolution strategies • jurisdictional legislation applicable to management and human resource management functions • occupational health and safety issues relevant to managing and working with others in a public sector workplace
Underpinning Skills	Demonstrates skills to: • delegating work to others • counseling and resolving conflict in teams • using team building strategies • using facilitation, negotiation and consultation requiring exchanges of complex oral information • using consensual decision making skills • keeping check of emotions when challenges arise, maintaining composure, perceiving the emotional motivators that drive individuals and groups in the workplace and engaging those motivators, where appropriate, to optimize organizational performance • using a variety of words and language structures to explain complex ideas to different audiences • interpreting and explaining complex, formal documents and assisting others to apply them in the workplace • responding to diversity, including gender and disability • applying occupational health and safety, environmental and sustainability strategies relevant to managing and working with others in a public sector workplace
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: • 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: Logistics Operations Management Level V	
Unit Title	**Interpret Data and Related Statistics**
Unit Code	**EIS LOM5 11 0913**
Unit Descriptor	This unit covers the interpretation of data and related statistics. It includes interpreting graphs or tables, interpreting data and its summarized highlights, interpreting a range of official statistics in a policy environment, presenting statistical results and guiding others in the interpretation of data. In practice, interpreting data and related statistics may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, working safely, conducting research and analysis, etc.

Elements	Performance Criteria
1. Interpret a graph or table	1.1 Reports based on the data are written which identify relevant relationships within the data. 1.2 Row and column percentages are calculated from a table. 1.3 A table/graph is interpreted in accordance with data reflected.
2. Interpret data and its summarized highlights	2.1 Data summaries and trends are defined and explained in a manner suited to the audience. 2.2 Survey data is interpreted according to **accepted standards**. 2.3 Data is interpreted and its highlights are summarized. 2.4 Interpretation is verified with a suitably qualified person.
3. Interpret a range of official statistics in a policy environment	3.1 Data summaries and trends are identified and explained. 3.2 **Statistical tests** are interpreted and this interpretation explained. 3.3 The sampling method/survey design is critiqued. 3.4 Interpretation of the data is undertaken in such a way as to inform decision making. 3.5 Interpretation is verified with a suitably qualified person. 3.6 The shortcomings of statistical applications in the policy environment are identified.
4. Present statistical results	4.1 Data is **presented** in tables, charts and maps so that the reader does not misconstrue it. 4.2 Glossaries, technical notes and referencing are included where required. 4.3 Reports that include **statistical concepts**, tables, charts and maps are prepared and presented in accordance with organizational policy and procedures.

	4.4 *Findings* are presented in a way that is most appropriate for the audience.
	4.5 Charts are used appropriately in presentations for the variables being charted and conform to *accepted standards*.
5. Guide others in the interpretation of data	5.1 Data summaries and trends are clearly defined and communicated to staff involved in the project.
	5.2 Report findings are presented in a way that is most appropriate for the audience.
	5.3 The assumptions on which the interpretation is based are communicated in accordance with audience needs.

Variables	Range
Accepted standards for survey data	may include: - showing awareness of data accuracy and reliability - identifying other related issues, such as sample size
Statistical tests	include: - equivalence of means and proportions - tests of association and prediction
Data presentation	may include: the use of footnotes, caveats and references
Statistical concepts	include: - the results of statistical tests - trends over time - statistical associations - variability - sampling error
Findings	may include: a mix of text, tables, charts, maps etc
Accepted standards for charts	may include: - appropriately labeled - appropriate scale selection - clear formatting

Evidence Guide	
Critical Aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant to: - legislation, regulations, policies, procedures and guidelines relating to statistical work - applying legislation, regulations and policies relating to statistical work
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: - legislation, regulations, policies, procedures and guidelines relating to statistical work - summary statistics

	• statistical tests and related assumptions • different methodologies and related assumptions • the quality of a statistic • sources of error including standard error • data collection methodologies • sources of expertise within the organization • 'how numbers relate' or the associations between statistics • the ethical issues associated with presenting statistical results • intellectual property issues and how they might relate to the data • confidentiality issues relating to the data • relevant style manuals • equal employment opportunity, equity and diversity principles • public sector legislation such as occupational health and safety and environment in the context of statistical work
Underpinning Skills	Demonstrates skills to: • applying legislation, regulations and policies relating to statistical work • explaining the results of an analysis in writing • constructing graphs, tables and maps using software • using presentation software • communicating with diverse audiences including explaining, interpreting, presenting results • responding to diversity, including gender and disability • applying procedures relating to occupational health and safety and environment in the context of statistical interpretation
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: • 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: Logistics Operations Management Level V	
Unit Title	**Manage Integrated Logistics Support Operations**
Unit Code	**EIS LOM5 12 0913**
Unit Descriptor	This unit involves the skills and knowledge required to prepare for integrated logistics support operations, to manage those operations throughout the materiel life cycle and to report on those operations in the organizational environment. Integrated logistics support is a disciplined and iterative approach to materiel management, which addresses supportability throughout the life cycle of a materiel system, with the aim of ensuring operational and preparedness requirements are met, at a minimized life cycle cost, with regulatory, legislative and contractual constraints. Materiel systems are a composite of equipment, skills and techniques capable of performing or supporting an operational role, or both. A complete materiel system includes all equipment, related facilities, materiel, software, services and personnel required for its operation and support, to the degree that it can be considered self-sufficient in its intended operational environment.

Elements	Performance Criteria
1 Identify integrated logistics support management requirements	1.1 **Sources of information** relevant to integrated logistics support are identified and obtained in accordance with **organizational policy and procedures**.
	1.2 Currency of information is reviewed and documented in accordance with organizational policy and procedures.
	1.3 Integrated logistics support management requirements are defined and documented in accordance with organizational policy and procedures.
2 Develop integrated logistics support management strategies	2.1 Consultation with **stakeholders** is conducted in accordance with organizational policy and procedures.
	2.2 Integrated logistics support management strategies are developed and recorded taking into account **materiel** and/or materiel system, in accordance with organizational policy and procedures.
	2.3 **Key performance indicators** are developed and documented in accordance with organizational policy and procedures.
	2.4 **Costing** analysis processes are developed and documented in accordance with organizational policy and procedure.
3 Apply integrated logistics support management strategies	3.1 Integrated logistics support risks and impacts are identified, recorded and managed.
	3.2 Integrated logistics support procedures are applied in accordance with **legislative requirements**.

	3.3 Management activities are carried out in accordance with organizational policy and procedures.	
	3.4 Failures and variances are documented, reported and managed in accordance with organizational policy and procedure.	
	3.5 Participation and contribution to integrated logistics support activities is established and maintained.	
4 Review integrated logistics support operations	4.1 Performance systems and processes are monitored and analyzed to assess progress in achieving plans and targets.	
	4.2 Systems, procedures and records associated with documenting performance are managed in accordance with the organization's requirements.	
	4.3 Integrated logistics support operations are reviewed in accordance with organizational policy and procedures.	
	4.4 Changes required are identified and prepared in accordance with organizational policy and procedures.	
	4.5 Amendments to integrated logistics support operations are incorporated into plans and *promulgated* to relevant stakeholders, in accordance with organizational policy and procedures.	

Variable	Range
Sources of information	may include: • conceptual documents • contractors • legislation • managers • peers • plans • policies • publications • reference material • standards • supervisors • suppliers
Organizational policy and procedures	may include: • Ethiopian Standards • international standards • logistical support analysis • organizational instructions and standards
Stakeholders	may include: • capability manager • contractors • customers

	• project managers • regulators • regulatory authorities • subordinates • supervisors • suppliers • team members
Materiel	may include: • all items (including ships, tanks, self-propelled weapon, aircraft etc. and related spares, repair parts and support equipment but excluding real property, installations and utilities) necessary to equip, operate, maintain and support designated activities without distinction as to its application for administrative or operational purposes
Key performance indicators	may include: • costs • milestones • production • resources • scheduling • timings
Costing	may include: • labor • life cycle costs • money • outlay of expenditure • resources • time
Legislative requirements	may include: • regulations related to such matters as export and import licensing, taxes and duties • relevant federal, state and local government legislation and regulations including environmental, sustainability and certification requirements
Promulgated	may include: • authorized • documented • endorsed • issued and published

Evidence Guide	
Critical aspects of Competence	Assessment must confirm the ability to: • adhere to relevant occupational health and safety requirements • identify integrated logistics support operation processes • identify, acquire and adjust resources as necessary to ensure effective and efficient performance of the processes

	• initiate and efficiently monitor processes • initiate any remedial action required • Competency should be demonstrated over time and should be observed in a range of actual or simulated work contexts
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • Codification and cataloguing processes • Industrial base capability • Integrated logistics support • International agreements • Interoperability • Legislative and regulatory environment as it pertains to materiel logistics including environmental, sustainability issues • Logistics support analysis principles and processes • Logistics governance • Management processes • Materiel sustainment • Organizational policy and procedures • Organizational role relevant to integrated logistics support • Performance measurement • Product knowledge related to systems and/or equipment in service in the organization • Safety, legislative and statutory requirements relevant to integrated logistics support including environmental, sustainability issues • Supply chain concepts
Underpinning Skills	Demonstrates skills to: • Apply integrated logistics support and project management knowledge in developing processes and procedures • Consult and negotiate with stakeholders (both internal and external) and resolve any potential areas of conflict or concern to ensure that overall objectives are achieved • Demonstrate an understanding of the strategic objectives of the organization to identify long-term factors and external considerations that need to be taken into consideration when developing integrated logistics support processes and procedures • Develop processes and procedures that can be readily understood by users • Display resilience by continuing to move forward despite criticism or setbacks • Identify the relationship between organizational goals and Recognize how own work contributes to the achievement of those goals • Undertake performance measurement to enable objectives to be measured against defined parameters

	- Undertake research and analysis to determine where internal and external factors impact on integrated logistics support process and procedures, and adjust accordingly - Use appropriate information technology and software
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: - 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: Logistics Operations Management Level V	
Unit Title	**Develop and Evaluate Strategies for Transport and Logistics Enterprises**
Unit Code	**EIS LOM5 13 0913**
Unit Descriptor	This unit involves the skills and knowledge required to develop and evaluate strategies for transport and logistics enterprises in accordance with relevant regulatory requirements and workplace procedures. This includes analyzing the enterprises internal and external operating environment, developing strategies to maximize outcomes for the enterprise, implementing and evaluating strategies, and responding to changes within the transport and logistics environment.

Elements	Performance Criteria
1 Analyze the enterprise's internal and external operating environment	1.1 The effectiveness of the enterprise's principal services, products and competitive advantages are identified and confirmed through market analysis.
	1.2 External factors, including legislative requirements, changes to technology, domestic and international market variability and political constraints impinging upon the operation of the enterprise are researched and analyzed.
	1.3 Impending changes to internal operations or the external environment are determined.
	1.4 An analysis is undertaken of the enterprise's capacity to operate within the defined environment, outlining opportunities to improve market share and/or positioning.
	1.5 Recommendations for changes to workplace structure, systems, procedures, workforce composition, market orientation and the like are generated and documented in consideration of internal and external analysis and the enterprise's goals and values.
2 Develop strategies to maximize outcomes for the enterprise	2.1 Recommendations for changes to the enterprise's operations are assessed for feasibility and for cost-benefit from both a short- and long-term perspective.
	2.2 Capability and capacity of the enterprise to facilitate changes within financial and time constraints are assessed and documented.
	2.3 Recommendations and supporting *documentation* are circulated for agreement to relevant personnel.
	2.4 Strategies to implement agreed recommendations are generated and documented.
	2.5 Support processes, including the allocation of human, physical and financial resources, the designation of timelines and the setting of the culture and climate of the enterprise, are undertaken.

3	Implement and evaluate strategies	3.1 Performance benchmarks for measuring the effectiveness of the change *strategies* are implemented.
		3.2 Responsibilities for implementing the change strategies are clearly defined and allocated to designated personnel.
		3.3 Implementation processes are monitored and, where required, adjustments to the strategies are made.
		3.4 Performance of the enterprise in relation to the identified benchmarks is regularly monitored and reviewed and adjustments are made where required.
		3.5 Individuals/teams are kept informed of progress in the implementation of change.
4	Respond to changes within the transport and logistics environment	4.1 The nature, extent and impact of any issues or changes upon the operations of the enterprise are identified.
		4.2 Relevant information is processed to establish priorities and responses for dealing with issues or changes.
		4.3 Strategies are generated/adjusted and controlled to meet changes in the transport and logistics environment.
		4.4 Liaison is initiated and maintained with organizations/individuals affected by changed operational practice,
		4.5 Actions undertaken are clearly documented and filed.

Variable	Range
Documentation/records	may include:
	• Ethiopian and international codes of practice and regulations relevant to workplace operations
	• Ethiopian and international regulations and codes of practice for the handling, storage, transfer and transport of dangerous goods and hazardous substances, including the EDG and IDG Code
	• workplace operating procedures and policies
	• operations manuals, job specifications and procedures and induction documentation
	• Safe Working Limits (SWL) and Working Load Limits (WLL) of transport options
	• supplier and/or client instructions
	• audit reports concerning quality, OHS, environment, operations, customer service
	• Ethiopian and international standards, criteria and certification requirements
	• communications technology equipment and oral, aural or signed communications
	• quality assurance standards and procedures
	• emergency procedures

	• relevant competency standards and training materials • QA plans, data and document control • conditions of service, legislation and industrial agreements including workplace agreements and awards
Strategies	must consider issues such as: • workplace productivity • culture • technology implications • cost-benefit • issues of change management
Work	may be undertaken: • in various work environments in the warehousing, storage, transport, and logistics industries
Customers	may be: • internal or external
Transport and logistics operations	may be conducted: • by day or night • in all weather conditions
The workplace environment	may involve: • twenty-four hour operation • single and multi-site locations • large, medium and small workplaces
Analysis of strategic directions for enterprise	will entail: • short- and long-term perspectives
Planning information may be generated from a wide range of sources,	including: • analysts • authorities • clients • state and federal governments • industry forums • peak industry bodies • internal personnel
External consultants	may be engaged in: • development, implementation and evaluation processes
Workplace systems	may include: • transport and logistics policies, protocols and procedures • communications systems • scope of workplace operations • authorities and permits • hours of operation • relevant regulations
Consultative processes	may involve: • employees, supervisors and managers • suppliers and current or potential clients • contractors

	• market analysts • relevant authorities, government departments and institutions • representatives of other enterprises and organizations • industrial relations and OHS specialists • other professional, maintenance or technical staff
Communications systems	may involve: • fixed and mobile telephone • radio • fax • email • electronic data transfer of information • mail and internal memo • RF systems
Depending on the type of organization concerned and the local terminology used, workplace procedures	may include: • company procedures • enterprise procedures • organizational procedures • established procedures
Applicable procedures and codes	may include: • regulations and codes of practice relevant to business operations • Ethiopian and international regulations and codes of practice for the handling, storage, transport and transfer of dangerous goods and hazardous substances • relevant Ethiopian and international standards and certification requirements • relevant state/territory trade practices legislation • relevant state/territory OHS legislation • relevant state/territory environmental protection legislation • relevant License or permit requirements and associated regulations • patent or copyright arrangements • relevant workplace relations legislation • relevant workers compensation legislation • equal opportunity, equal employment opportunity and affirmative action legislation

Evidence Guide	
Critical aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant to: • Analyze the enterprise's internal and external operating environment • Develop strategies to maximize outcomes for the enterprise • Implement and evaluate strategies • Respond to changes within the transport and logistics environment

Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • Ethiopian and international regulations, codes of practice and legislative requirements relevant to workplace operations • Relevant OHS and environmental protection procedures and regulations • Workplace processes for development and evaluation of strategies for an enterprise • Problems that may occur during the development and evaluation of strategies for an enterprise, and action that can be taken to report or resolve the problems • Hazards and risk that may exist when developing and evaluating strategies for an enterprise, and ways of controlling the risks involved • Focus of operation of competitor and internal business systems, resources, management and workplace operating systems • Current and future market initiatives including new technologies, products and processes • Market and other external environmental factors including the regulatory environment • Organizational strengths and weaknesses including the competencies of individuals in the team/group • Application of relevant Ethiopian and international standards and associated certification requirements • Resource availability including the competencies of individuals in the team/group • The application of current competencies within functional activity • Relevant workplace documentation procedures
Underpinning Skills	Demonstrates skills to: • Communicate effectively with others when developing and evaluating strategies for an enterprise • Read and interpret business and market data, regulatory requirements and other planning information relevant to the development and evaluation of strategies for an enterprise • Prioritize work and coordinate self and others in relation to workplace activities • Complete documentation related to the development and evaluation of strategies for an enterprise • Operate electronic communication equipment to required protocol • Provide leadership and work collaboratively with others when developing and evaluating strategies for an enterprise • 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 occur when developing and evaluating strategies for an enterprise in accordance with regulatory requirements and workplace procedures • Implement contingency plans for unanticipated situations that may arise when developing and evaluating strategies for an enterprise • Apply precautions and required action to minimize, control or eliminate hazards that may exist during work activities • Plan and organize business systems and activities • Monitor work activities in terms of planned schedule • Modify activities to cater for variations in workplace contexts and environment • 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 • 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: • 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: Logistics Operations Management Level V	
Unit Title	**Apply Knowledge of Logistics, Storage and Distribution to International Freight Forwarding**
Unit Code	**EIS LOM5 14 0913**
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	1.1 Information on *logistics*, warehousing, storage and distribution aspects of *international freight forwarding* is regularly accessed from appropriate sources.
	1.2 Information on logistics, warehousing, storage and distribution is interpreted and applied when working on freight forwarding projects.
	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.
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 to the freight forwarding functions	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
Logistics	encompasses: • 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
International freight forwarding	includes services related to: • the importing of goods • the exporting of goods • the transiting of goods
Supply chain management	encompasses: • 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
Types of warehouses	include: • private warehouses • bonded warehouses • public warehouses
Warehouse equipment and systems	include: • racking and layout systems • lift trucks and VNA (Very Narrow Aisle) trucks • automated conveyor lines • order picking equipment • fully automated warehouse systems
Warehouse charges	may include: • storage charges • warehouse rent • warehouse insurance • warehouse handling fees • ancillary charges • IT based invoicing
Distribution systems	encompass: • 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
Distribution centers	are: • warehousing facilities located throughout a supply chain in which goods are sorted, assembled, staged or stored temporarily
Sources of information required to perform international freight forwarding functions	may include websites of key international and Ethiopian organizations such as FIATA, IMO, ICAO, IATA, CASA, 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.
Consultative processes	may involve: • 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	may include: • company procedures • enterprise procedures • organizational procedures • established procedures
Communications systems	may involve: • 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:
	 • 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:
	   ➢ a FIATA Forwarder's Warehouse Receipt (FWR)
	   ➢ private warehouse and a warrant warehouse receipts
	 • cargo manifests
	 • 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
	 • 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	may include: • 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	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: • 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
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: • Relevant Ethiopian and international regulations, conventions, codes of practice and legislative requirements (including those applicable to the importing, exporting and transiting of goods) • Definition and an understanding of 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 • Basic understanding of 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 • 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	Demonstrates skills to: • 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) • Read and interpret instructions, procedures, information and regulations relevant to logistics, warehousing, storage and distribution aspects of international freight forwarding • 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: • 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: Logistics Operations Management Level V	
Unit Title	**Implement Transport Vehicle Management System**
Unit Code	**EIS LOM5 15 0913**
Unit Descriptor	This competency standard covers the process of implementing a transport vehicles management system and requires the ability to identify vehicles requirements for the transport, identify and manage the range of transport services provided vehicles maintenance and operation. Implementing a public transport management system requires knowledge and skills of cultural operations, transport vehicles and their associated service requirements, costs associated with the use of transport vehicles, storage and parking requirements of vehicles. It also includes knowledge and skills of negotiation and the development of agreements, safe operating procedures for vehicles, and systems for monitoring transport vehicles maintenance and operation.

Element	Performance Criteria
1. Identify vehicles requirements for the service	1.1 Vehicles requirements are identified for the services being conducted.
	1.2 **Alternative options** to vehicles ownership are evaluated for applicability.
	1.3 Storage and parking requirements for vehicles and associated support delivery equipment are identified and addressed.
	1.4 Vehicles' building/assembly innovations are monitored and assessed for applicability.
	1.5 Inventory of functional transport vehicles is maintained as required by the enterprise.
2. Select and manage the range of vehicle services	2.1 Criteria to select and monitor the provision of **services** are developed.
	2.2 **Agreements** and transactions are appropriately recorded and monitored.
3. Manage public transport vehicles maintenance	3.1 Maintenance requirements of public transport vehicles are determined from manufacturers' instructions, and maintenance schedules are established.
	3.2 Systems for recording public transport vehicles use and maintenance are established.
	3.3 Public transport vehicles maintenance is monitored to ensure adherence to schedules and manufacturer's instructions.
4. Manage public transport vehicles operation	4.1 **Public transport vehicles** use is monitored and recorded according to enterprise requirements.
	4.2 Public transport vehicles operation is monitored to ensure compliance with manufacturer's instructions.

	4.3 Procedures for the safe operation of public transport vehicles are determined and adherence to safe procedures is monitored and ensured.
	4.4 **Staff** are trained in the safe operation of public transport vehicles and the required procedures for the maintenance of transport vehicles

Variable	Range
Alternative options	might include: • the use of shared machinery arrangements, contractors, membership of machinery syndicates, and leasing or hiring, participation in machinery rings
Services	may include: • repair and overhaul services, contracted machinery operations, and parts suppliers
Agreements	may include: • those that cover the conditions for use and operation of shared equipment, and agreements negotiated with contractors and other service providers
Public transport vehicles	Include: • Small and medium sized Taxis(5-15 seats). • Medium and long buses(16-62) • City buses • Inter–city transport buses(8-62 seats capacity) • Organizations' workers transport services
Staff	may include family and non-family labor, casual and permanent labor

Evidence Guide	
Critical Aspects of Competence	must demonstrate skills and knowledge to: • develop and implement systems for monitoring public transport vehicles maintenance and operation • identify cultural operations and calculate public transport vehicles requirements for the enterprise • select and manage the range of public transport vehicles services • manage public transport vehicles operation and maintenance • Communicate ideas and information
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: • cultural operations and their associated machinery requirements • costs associated with the use of public transport vehicles • maintenance requirements of public transport vehicles • storage and parking requirements of public transport vehicles • negotiation and the development of agreements • safe operating procedures for public transport vehicles • systems for monitoring public transport vehicles maintenance and operation • staff training

Underpinning Skills	Demonstrates skills to: • identify public transport vehicles requirements for the enterprise • select and manage the range of public transport vehicles services • manage public transport vehicles maintenance and operations • Communicate ideas and information through the development of public transport vehicles maintenance, purchasing and replacement plans. • collect, analyze and organize information by comparative analysis of performance and running costs • Plan and organize activities through workplace meetings. • use mathematical ideas and techniques when making comparative analysis of machinery purchase and/or running costs
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: • 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: Logistics Operations Management Level V	
Unit Title	**Manage a Supply Chain**
Unit Code	**EIS LOM5 16 0913**
Unit Descriptor	This unit involves the skills and knowledge required to manage a supply chain, including the relationships between an organization and its supply and demand partners along the chain. It covers implementing a demand-driven supply chain management strategy, managing the supply chain, and evaluating and improving supply chain effectiveness.

Elements	Performance Criteria
1 Implement demand-driven supply chain management strategy	1.1 Responsibility for **supply chain management** within the organization is assigned in accordance with supply chain management strategy.
	1.2 Technology and software for implementation of the supply chain management system is accessed and operational within the requirements of the strategy and budgetary allocation.
	1.3 Policies and procedures are designed to guide business relations and operations in accordance with the strategy.
	1.4 **Supporting business processes** are designed or re-designed to support implementation of the strategy.
	1.5 Support is provided to staff, customers and supply chain to assist in implementation of the supply chain management strategy.
2 Manage supply chain	2.1 Communication and information exchange with strategic partners and suppliers is managed in accordance with the supply chain management strategy.
	2.2 Collaboration with supply chain organizations is facilitated to determine demand at each level of the supply chain in accordance with the supply chain management strategy.
	2.3 Sales and payments are managed in accordance with supply chain and risk management strategies, and legal and ethical requirements.
	2.4 Actions to build trust and foster a supply chain culture are implemented in accordance with the supply chain management strategy.
	2.5 Opportunities are identified to adjust policies and procedures to respond to the changing needs of customers, supply chain and the organization.
3 Evaluate and improve supply chain effectiveness	3.1 **Demand chain management** and supply chain management are monitored in accordance with the supply chain management strategy.

3.2 The effectiveness of the supply chain is reviewed with each level of the supply chain, including staff and customers and areas identified for improvement.

3.3 Business data and reports are used to compare outcomes, budgets, timelines and forecasts to actual performance.

3.4 Technology performance is reviewed and recommendations are made for improvements to hardware, software and/or their use in accordance with strategy and budget.

3.5 Feedback and evaluation results are used to plan and improve future supply chain management strategies.

Variable	Range
Supply chain management	is: • management of the entire cycle from raw materials to producers, component suppliers, manufacturers, wholesalers, third party service providers, retailers, customers and recyclers, plus freight, distribution and cash flow
Supporting business processes	may include: • data input • administration • ordering • delivering and receiving • accounting • payments
Demand chain management	is a collaborative process that involves determining how much product needs to be produced at each level of the supply chain through to the end consumer
Improvements in the supply chain	may include: • the role of 'middlemen' or other middle supply chain elements being reduced or made redundant as newer more efficient supply chain methodologies and technologies are implemented • new value being created between producers and consumers
Support to staff and others	may include: • policies, procedures and guidelines • intranet site information • workshops, briefings and training programs • written documentation in the form of manuals, help books, protocols • provision of a help-desk or contact persons • mentoring and coaching arrangements
Depending on the organization concerned, workplace procedures	may be called: • Standard Operating Procedures (SOPs) • company procedures • enterprise procedures

	• organizational procedures • established procedures
Documentation and records	may include: • relevant OHS and environmental protection regulations • quality assurance procedures • documentation of policies and procedures associated with managing the supply chain strategy within the organization • dangerous goods declarations and material safety data sheets, where applicable • goods manifest • relevant Ethiopian Standards and certification requirements
Applicable legislation and regulations	may include: • relevant industry codes of practice • relevant Ethiopian and state/territory regulations and codes of practice • workplace relations regulations • Sale of Goods Act, Trade Practices Act • relevant legislation related to the importation of commodities, if relevant

Evidence Guide	
Critical aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant to: • Implement demand-driven supply chain management strategy • Manage supply chain • Evaluate and improve supply chain effectiveness
Underpinning Knowledge and Attitudes	Demonstrate knowledge of: • Legislation, codes of practice and national and international standards, for example Trade Practices Act, Sale of Goods Act and contract law • Specific OHS issues relevant to goods and services purchased • Legislation related to importation of commodities, if relevant • Organization policies and procedures related to supply chain management, purchasing, and contracting and tendering • Business terms and conditions for purchasing, tendering and contracting • Ethical behavior • Product knowledge related to goods and services required by the organization • Ways to build trust and collaboration as opposed to competition • Procedures for operating electronic communications equipment • Requirements for completing relevant documentation

Underpinning Skills	Demonstrates skills to:
	• Negotiate and liaise with suppliers and relevant stakeholders using verbal skills
	• Use policy development and implementation support skills
	• Use appropriate technology, including software
	• Work with attention to detail and thoroughness
	• Focus on the customer
	• Work collaboratively with others
	• Adapt appropriately to cultural differences in the workplace, including modes of behavior and interactions with others
	• Implement contingency plans for unplanned events such as problems arising during the implementation and management of the supply chain
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:
	• 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: Logistics Operations Management Level V	
Unit Title	**Promote Products and Services to International Markets**
Unit Code	**EIS LOM5 17 0913**
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	1.1	Access marketing plan for international business activity to inform planning of promotional activities.
	1.2	Access relevant *information sources* to support planning of promotional activities.
	1.3	Identify and assess *promotional activities* to ensure compatibility with *organizational requirements* and *cultural appropriateness*.
	1.4	Plan and schedule promotional activities according to the marketing needs of the organization.
	1.5	Determine overall promotional objectives in consultation with *designated individuals and groups* both in international and domestic settings.
	1.6	Ensure time lines and costs for promotion of activities are realistic and consistent with budget resources.
	1.7	Develop action plans to provide details of products and/or services being promoted.
2. Coordinate promotional activities	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.
	2.2	Identify, agree upon and allocate *roles and responsibilities* of overseas and domestic personnel for delivery of promotional activities.
	2.3	Establish and conduct relationships with targeted groups in overseas settings in a manner which enhances the positive image of the organization.
	2.4	Supervise and support roles and responsibilities of overseas personnel involved in promotional activities.
	2.5	Use *international business networks* to assist in the implementation of promotional activities.
3. Review and report on promotional activities	3.1	Analyze audience feedback and data to determine the impact of the promotional activity on the delivery of products and/or services.

	3.2 Assess the effectiveness of planning processes to identify possible improvements in future international promotional activities.
	3.3 Collect and provide *feedback* to personnel and agencies involved in the promotional activity both in international and domestic settings.
	3.4 Analyze costs and time lines to evaluate the benefits accruing from the internationally based promotional activities.
	3.5 Prepare conclusions and recommendations from verifiable evidence and provide constructive advice on future directions of internationally based promotional activities.

Variable	Range
Information sources	May include: • 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	May include: • advertisements • client functions • demonstration activities • distribution of free samples • employee functions • media announcements • product launches and web pages
Organizational requirements	May include: • 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 • 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	Refers to: • appropriateness of activity related to the culture of countries selected for promotion of products and/or services
Designated individuals and groups	May refer to: • colleagues • committees • customers • external organizations such as Ethiopia , federal or regional government departments and agencies, chambers of commerce • line management • supervisor
Personnel and resources	May refer to: • 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	May include: • 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	May refer to: • formal or informal networks • government sponsored networks through Ethiopian trade or federal/ regional state government agencies, chambers of commerce • individuals, groups, organizations • personal or business networks • professional or trade networks
Feedback	May be collected from: • customer/client response data • employee data

	• focus groups
	• market share data
	• sales orders and word-of-mouth reports

Evidence Guide	
Critical Aspects of Competence	Demonstrates skills and knowledge in: • 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 • Knowing of relevant Ethiopian, international and local legislation.

Underpinning Knowledge and Attitudes	Demonstrates knowledge of:
	• 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:
	  ➩ bilateral or regional trade agreements
	  ➩ Occupational Health and Safety (OHS)
	  ➩ Trade Practices Act
	  ➩ World Trade Organization rules.

Underpinning Skills	Demonstrate skills to: • 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.
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: • 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: Logistics Operations Management Level V	
Unit Title	**Advise on and Manage Security and Safety in International Freight Transport**
Unit Code	**EIS LOM5 18 0913**
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	1.1 Records of ***international freight transport*** security and safety breaches, thefts, accidents and damage are reviewed to identify past security and safety incidents.
	1.2 Assessment of potential ***security risks*** and ***safety risks*** of freight, personnel, facilities, ***information*** and equipment are made, considering both internal and external factors.
	1.3 Relative risks from a range of sources are assessed and compared with existing security and safety measures.
	1.4 Discrepancies between identified risk and current security and safety processes are noted.
2. Specify international transport security and safety requirements	2.1 Decisions and adjustments to safety and ***security services***, facilities and equipment are made based on risk assessment in relation to benefits to the freight forwarding customer and the freight forwarding organization.
	2.2 Transport security and safety plans including performance indicators are prepared in accordance with ***workplace procedure*** and regulatory requirements, and circulated for feedback prior to implementation.
	2.3 Security and safety arrangements for international freight forwarding ***operations*** 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.
	2.4 Questions and feedback from stakeholders are responded to promptly and, where appropriate, incorporated in the plans.
	2.5 Transport ***insurance assessments*** are required for the condition of solution.

3. Implement transport security and safety plans and policies	3.1	Priorities for implementation are identified, and management and workplace personnel are informed.
	3.2	Competency needs for the *work* is identified, and staff allocated and/or trained and assessed to meet those needs.
	3.3	Equipment and facilities are allocated and/or obtained.
	3.4	Workplace personnel and equipment are organized to meet requirements ensuring that work loads are balanced and other activities in the *worksite environment* are met.
	3.5	Operating procedures and methods are explained to freight forwarding and security and safety personnel, and follow-up *communication systems* are used to ensure that freight transport and storage security and safety *regulations* are applied as per the transport security and safety security plans and policies.
	3.6	In a *consultative process* 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.
	3.7	International freight transport security and safety plans, policies and procedures are implemented in the course of freight forwarding duties and functions.
4. Monitor and review system performance	4.1	Reports on security and safety incidents in international freight transport and related action are collated and categorized.
	4.2	Reports are compared to identify any trends in security and safety incidents and breaches.
	4.3	International freight transport security and safety policies and procedures are amended and trialed to improve performance.

Variable	Range
International freight transport	Includes: • the importing of goods • the exporting of goods • the transiting of goods
Security risks that may occur during an international freight forwarding project	Include but are not limited to: • breaches of security (e.g. tampering with locks, packaging etc.) • theft and pilfering • fraud • terrorism • revolution • war

Safety risks that may occur during an international freight forwarding project	Include but are not limited to: • 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
Information/ documents	May include but are not limited to: • 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 • job specifications and procedures and induction documentation • supplier and/or client instructions • Ethiopian and international standards, criteria and certification requirements • communications technology equipment and/oral, aural or signed communications • emergency procedures • relevant competency standards and training materials • customer service and quality assurance standards and procedures
Security services	May be provided: • by internal or contract staff • by other suitably qualified personnel in the supply chain such as in warehouses, distribution centers, seaports, airports, freight terminals, transit points, vessels, aircraft and road and rail vehicles
Workplace procedures	May include: • security procedures • safety procedures • freight forwarding procedures • financial/administrative procedures may be called: • Standard Operating Procedures (SOPs) • company procedures

	• enterprise procedures • organizational and established procedures
Operations	May be conducted: • by day or night • in any weather conditions
Insurance assessments	May include: • conditions of insurance • insurance assessment of premises • monitoring insurance requirements
Work	May be undertaken in various work environments in the international freight transport supply chain including the freight forwarding organization
Worksite environment	May involve: • twenty-four hour operation • different time zones • single and multi-site location both in Ethiopia and overseas • large, medium and small workplaces
Communication in the work area	May include: • face-to-face conversation • telephone including fixed, mobile and IP phones • fax • email • Electronic Data transfer of Information (EDI) • mail
Applicable legislation and regulations	May include: • 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
Consultative processes	May involve: • 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

Evidence Guide	
Critical Aspects of Competence	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: • 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	Demonstrates knowledge of: • 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 • 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 out-sourcing 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
	• 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	Demonstrate skills to:
	• 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: • 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: Logistics Operations Management Level V	
Unit Title	**Manage International Special Freight Transport Services Including Dangerous Goods and Special Cargo**
Unit Code	**EIS LOM5 19 0913**
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	1.1 Requirements for **special freight transport services** are confirmed and clarified with the customer.
	1.2 **Pre-transport issues** for the type(s) of special cargo involved are identified and addressed in accordance with standard procedures and **regulations.**
	1.3 Sale contract is prepared.
	1.4 Suitable **transport mode** and routing are determined for the special cargos involved.
	1.5 Requirements for packaging of the special cargos are determined and organized.
	1.6 Suitable container type(s) are stipulated and their transport worthiness are confirmed and documented.
	1.7 All required cargo insurance for the entire transit is determined and organized.
	1.8 Documentation requirements for the special freight transport services are completed as per procedures and regulations.
	1.9 Letter of credit is checked and any identified problems addressed and rectified.
	1.10 Appropriate packaging for the freight involved is organized as per regulatory requirements.

	1.11	Appropriate warehousing, storage and stowage for the types of freight involved are organized as per requirements.
	1.12	Delivery arrangements to/from docks, airports or terminal are organized and costed.
	1.13	All requirements for customs, quarantine and health clearance are checked as being fulfilled.
	1.14	Suitable instructions are provided to all parties involved in the transport of the special cargos.
2. Manage and organize special international freight forwarding projects	2.1	***Requirements of work*** for the special forwarding project are confirmed and clarified with the customer.
	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).
	2.3	Pre-transport issues for the freight involved are identified and addressed in accordance with standard operating procedures and regulations.
	2.4	Appropriate packaging for the freight involved is organized as per standard operating procedures and regulatory requirements.
	2.5	Appropriate warehousing, storage and stowage for the types of freight involved are organized as per project requirements.
	2.6	All required cargo insurance for the entire transit is determined and organized.
	2.7	***Documentation*** requirements for the special freight transport services are completed as per procedures and regulations.
	2.8	Letter of credit is checked and any identified problems addressed and rectified.
	2.9	Delivery arrangements for the freight to/from docks, airports or terminals are organized and costed as per project requirements.
	2.10	All requirements for customs and other regulatory authorities are checked as being fulfilled.
	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	3.1	Requirements for the ***international freight forwarding*** of the dangerous goods and ***perishable goods*** are confirmed and clarified with the customer.
	3.2	Class(es) of dangerous goods involved are determined and the transport risks involved are identified and managed as per applicable regulatory requirements.

	3.3 **Pre-transport issues** for the class(es) of dangerous goods involved are identified and addressed in accordance with standard procedures and regulations.
	3.4 Appropriate packaging for the dangerous goods is organized as per regulatory requirements.
	3.5 Delivery arrangements for the dangerous goods to/from docks, airports or terminal are organized and costed.
	3.6 All requirements for customs and other regulatory authorities are checked as being fulfilled.
	3.7 Suitable instructions are provided to all parties involved in the transport of the dangerous goods concerned.
4. Monitor and track the international forwarding of special cargoes and dangerous goods	4.1 **Special freights transport and dangerous goods** transport is monitored and tracked using the available tracking systems.
	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.
	4.3 In a **consultative process** 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.
5. Complete all required forms and documentation	5.1 All required forms and other documentation are completed as per procedures and regulatory requirements.
	5.2 Data is entered into **communication systems** as per applicable **workplace procedures** and regulatory requirements.
	5.3 Reports on problems that have arisen and related action taken are completed as per procedures and regulatory requirements.

Variable	Range
Special freight transport services	May include but are not limited to: • 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.
Pre-transport issues in the transport of perishable goods	May include: • handling and hygiene • pre-cooling of equipment • control of temperature • packaging • stacking and stowing • cross-contamination and incompatible substances • adequacy of insurance • 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 receival during transit and at destination
Applicable regulations and legislation	May include: • 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: • Ethiopian and International Dangerous Goods Codes • Ethiopian Rail 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
Modes of transport	May include: • sea • air • road • rail

	• inland waterway • multimodal
Requirements	May include: • 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
Information/ documents	May include but are not limited to: • 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: • 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 • 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
International freight forwarding	Includes services related to: • the importing of goods • the exporting and the transiting of goods
Perishable goods	May include: • meat, fish, dairy products, vegetables, fruit, chocolates and other foods requiring temperature control • animals • fresh flowers • blood and tissue samples, embryos, organ transplants and other genetic and biological material • cross-contamination and incompatible substances
Pre-transport issues in the transport of dangerous goods	May include: • 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 receival during transit and at destination
Parameters of special freight transport services and the transport of dangerous goods relevant to customer requirements	May include: • 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
Consultative processes	May involve:
	• customers
	• employees, supervisors and managers
	• global network of international and domestic agents and suppliers
	• 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
Communications systems	May involve:
	• face-to-face conversation
	• telephone including fixed, mobile and IP phones
	• fax
	• email
	• Electronic Data transfer of Information (EDI) and mail
Workplace procedures	May include:
	• company procedures
	• enterprise procedures
	• organizational and established procedures

Evidence Guide	
Critical Aspects of Competence	The evidence required to demonstrate competency in:
	• managing and organizing special international freight transport services
	• 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
Underpinning Knowledge and Attitudes	Demonstrates knowledge of:
	• 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 • 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
Underpinning Skills	Demonstrate skills to: • 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 • 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: • 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: Logistics Operations Management Level V	
Unit Title	**Manage Terminal Facility Requirements**
Unit Code	**EIS LOM5 20 0913**
Unit Descriptor	This unit involves the skills and knowledge required to manage terminal facility and requirements. It includes identifying space, safety and security requirements; developing a documentation system; designing storage and parking areas, ticket offices; other public services and evaluating facility utilization.

Elements	Performance Criteria
1 Identify space requirements	1.1 The medium-term and long-term storage/office needs of the organization are assessed to facilitate planning in accordance with the business plan of the enterprise and legislative requirements.
	1.2 Product type, value, handling characteristics, quantity and holding periods are assessed to consider type and amount of storage.
	1.3 Facility is assessed to determine passengers' needs and handling requirements for each route.
	1.4 The total terminal/wharf space requirement is calculated and used to formulate space utilization plan for terminal facilities.
2 Identify safety and security requirements	2.1 An assessment is made of risks to ensure maximum safety and security for personnel, passengers, offices, stores and facilities.
	2.2 Passengers handling security and incident/emergency procedures for each passenger or type of services are identified and documented.
	2.3 Storage handling security and incident/emergency procedures for each class or type of product are identified and documented.
	2.4 Fire prevention and firefighting systems are identified in accordance with work place requirements and storage material requirements.
3 Develop documentatio n system	3.1 A system for recording and tracing passengers and storage, receival, throughput and dispatch is developed and implemented to enable reporting, quality assurance and financial requirements to be met.
	3.2 A system for recording *communication* with carriers, customers and employees is developed and implemented to assess operational effectiveness and to provide data for system improvement.
4 Design storage and parking areas	4.1 Space requirements and equipment operation are accurately assessed to facilitate the planning of storage and parking areas.
	4.2 An assessment is made of the facility to enable the most effective use of available space.

	4.3 Positioning of storage and parking areas, work stations and the like is undertaken in accordance with data obtained from the planning process.
	4.4 Provision for maintenance and cleaning is catered for terminal facilities.
5 Evaluate facility utilization	5.1 A continual system of review is used involving regular checks to ensure storage, parking areas and passengers handling systems are functioning at optimum levels.
	5.2 Receiving and dispatch systems provide efficient operations.
	5.3 Storage and passengers handling systems provide ease of access and comply with ergonomic principles.
	5.4 Passengers handling minimizes customers dissatisfaction.
	5.5 Product handling and storage minimizes product damage, contamination.
	5.6 Facility layout remains sufficiently flexible to meet changing storage, parking and passengers handling requirements.
	5.7 Appropriate reporting systems are established and used to maintain data for the design of improved facilities and system.
6. Manage and monitor terminal facilities.	6.1 *Terminal facilities* are identified and planed based on the passengers and /or staff need.
	6.2 Terminal facilities are organized and operated in accordance with work place policies and *procedures* to ensure passengers and/or staff satisfaction.
	6.3 Terminal facilities are monitored and adjustments are made to the satisfaction of customers in accordance with work place requirement.

Variable	Range
Communication	may include: • phone • Electronic Data Interchange (EDI) • fax • email • internet • RF systems • oral, aural or signed communications
Terminal facilities	May include; • Cafeteria • Banking • Shopping centers • Clinic • Internet café • Tele center • Toilet and Shelter

Procedures	may be called:
	• Standard Operating Procedures (SOPs)
	• company procedures
	• enterprise procedures
	• organizational and established procedures
The workplace environment	may involve:
	• twenty four hour operation
	• single and multi-site location
	• large, medium and small companies
Consultative processes	may involve:
	• other employees and supervisors
	• relevant authorities and institutions
	• management and union representatives
	• industrial relations and OHS specialists
	• customers and suppliers
	• other professional or technical staff, contractors and maintenance personnel
Documentation and records	May include:
	• regulations and codes of practice relevant to the functions of a storage facility, including the EDG code, fire safety and firefighting regulations, building code regulations, storage and handling procedures, and security procedures relevant to the specific facility
	• relevant OHS and environmental protection regulations
	• quality assurance procedures
	• emergency procedures, particularly in relation to fire and evacuation
	• operations manuals, job specifications and induction documentation
	• relevant Ethiopian Standards and certification requirements
Applicable legislation and regulations	May include:
	• Ethiopian and international regulations and codes of practice for the transport of dangerous goods and hazardous substances
	• relevant OHS and environmental protection legislation
	• building codes, fire safety and firefighting codes and regulations

Evidence Guide	
Critical aspects of Competence	The evidence required to:
	• Identify space, safety and security requirements
	• Develop documentation system
	• Design storage and parking areas
	• Evaluate facility utilization
	• Manage and monitor terminal facilities.
Underpinning Knowledge and Attitudes	Must demonstrate knowledge of:
	• Relevant sections of national and state or territory regulatory requirements and codes of practice, including knowledge of fire safety and building regulations applicable to the facility

	• Relevant OHS and environmental procedures and regulations • Focus of operation of warehouse systems, resources, management and workplace operating systems • Enterprise business policies and plans including procedures for operations of the facility • Throughput and storage requirements for specific types of inventory Principles, purpose and location of controls, monitoring devices, and systems • Selection and appropriate application of technology, information systems and procedures • Procedures for operating electronic communications equipment • Procedures for operating electronic communications equipment • Requirements for completing relevant documentation • Procedures for managing and controlling hazardous situations when carrying out work activities, particularly those that relate to the storage of materials • Procedures to be followed in the event of an emergency
Underpinning Skills	Demonstrate skills to: • Communicate effectively with others when managing facility and inventory requirements Read and interpret plans, diagrams, regulations, codes of practice and other documentation relevant to the management of facilities and inventory requirements Provide leadership to others when managing facilities and inventory requirements • 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 during the planning and management of facilities and inventory requirements • Develop and implement contingency plans for unplanned events which may arise during the management of facilities and inventory requirements Prioritize work and coordinate the work of others • Apply precautions and required action to minimize, control or eliminate hazards that may exist during work activities • Select and apply appropriate technology, information systems and procedures when managing facility and inventory requirements
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • 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: Logistics Operations Management Level V	
Unit Title	**Identify Risk and Apply Risk Management Processes**
Unit Code	**EIS LOM5 21 0913**
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to identify risks and to apply established risk management processes to a subset of an organization or project's operations that are within the person's own work responsibilities and area of operation.

Elements	Performance Criteria
1. Identify risks	1.1. The *context* for risk management is identified.
	1.2. Identify *risks* using *tools*, ensuring all reasonable steps have been taken to identify all risks.
	1.3. Identified risks are documented in accordance with relevant policies, procedures and legislation.
2. Analyze and evaluate risks	2.1 Risks are analyzed and documented in consultation with relevant *stakeholders*.
	2.2 *Risk categorization* is undertaken and *level of risk* determined.
3. Treat risks	3.1 Appropriate *control measures* are determined for risks and assessed for strengths and weaknesses.
	3.2 Control measures are identified for all risks.
	3.3 Risks relevant to whole of organization or having an impact beyond own work responsibilities and area of operation to others are referred as per established policies and procedures.
	3.4 Control measures for own area of operation and/or responsibilities are chosen and implemented.
	3.5 Treatment plans are prepared and implemented.
4. Monitor and review effectiveness of risk treatment/s	4.1 Implemented treatment/s is regularly reviewed against *measures of success*.
	4.2 Review results are used to improve the treatment of risks.
	4.3 Assistance to auditing risk is provided in own area of operation.
	4.4 Management of risk in own area of operation is monitored and reviewed.

Variables	Range
Context	may include: • any related projects or organizations • any resources, including physical assets, which are vital to operations

	• key operational elements and service of the organization • organization or project, how it is organize d and its capabilities • own role and responsibilities in relation to overall project or organization design
Risks	may include: • commercial and legal relationships • economic circumstances and scenarios • human behavior • individual activities • management activities and controls • natural events • political circumstances • positive risk • technology - technological issues
Tools	may include: • documentation to assist in process of identifying risk, and assessing impact and likelihood of occurrence • standard instruments developed for the organization and contextualized for sections of the workplace's operations, such as checklists and testing procedures • tools to prioritize risks, including where relevant, numerical scoring systems for risks
Stakeholders	may include: • contractors • employees • financial managers • insurance agents • managers • public • service providers • suppliers • unions • volunteers

Risk categorization	may include:
	• likelihood of risks:
	  ➢ almost certain
	  ➢ likely
	  ➢ possible
	  ➢ unlikely
	  ➢ rare
	• consequences of risks:
	  ➢ insignificant
	  ➢ minor
	  ➢ moderate
	  ➢ major
	  ➢ catastrophic and current control measures

Level of risk	may include:
	• low, treated with routine procedures
	• moderate, with specific responsibility allocated for the risk, and monitoring and response procedures implemented
	• high, requiring action, as it has potential to be damaging to the organization or project
	• extreme, requiring immediate action, as it has potential to be devastating to the organization or project
Control measures	may include:
	• hierarchy of controls:
	➢ reduction in likelihood of risks
	➢ reduction of consequences of risks
	➢ retention of risks
	➢ risk aversion
	➢ transfer of responsibility of risks
Measures of success	may include:
	• costs
	• reductions in impact
	• reductions in likelihood
	• reductions in occurrence

Evidence Guide	
Critical Aspects of Competence	Evidence of the following is essential:
	• identification, analysis and evaluation of risks
	• demonstrated understanding of personal role in relation to wider organizational or project context
	• demonstrated understanding of risk management processes and procedures
Underpinning Knowledge and Attitudes	Must demonstrate knowledge of:
	• Ethiopian and international standards for risk management
	• key provisions of relevant legislation from all levels of government that may affect aspects of business operations, such as:
	➢anti-discrimination legislation
	➢ethical principles
	➢codes of practice
	➢privacy laws
	➢environmental issues
	➢occupational health and safety
	• organizational policies and procedures relating to risk management processes and strategies
	auditing requirements relating to risk management
Underpinning Skills	Demonstrate skills of:
	• literacy skills sufficient to read and understand a variety of texts; and to write, edit and proofread documents to ensure clarity of meaning, accuracy and consistency of information

	• research and data collection skills to monitor and evaluate risks • problem-solving skills to appropriately address identified risks
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: • 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: Logistics Operations Management Level V	
Unit Title	**Use Complex Workplace Communication Strategies**
Unit Code	**EIS LOM5 22 0913**
Unit Descriptor	This unit covers complex workplace communication for working at middle management level with internal and external clients, colleagues and other staff. It includes preparing for complex communication, analyzing and responding to opinions, presenting a convincing argument, and developing a range of communication strategies. In practice, using complex workplace communication strategies may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, applying government systems, managing change, managing diversity, etc.

Elements	Performance Criteria
1. Prepare for complex communication	1.1 **Communication objectives** are clarified, those to be *present* are confirmed and communication *mode* is identified. 1.2 Analysis is undertaken to anticipate the likely positions to be taken by those present on the matters under discussion. 1.3 Subject matter is researched/organized, key points to be conveyed are identified and recorded, and information to counter other positions is summarized. 1.4 Requirements of **legislation, policy and guidelines** relevant to the discussion are identified and incorporated.
2. Analyze and respond to opinions	2.1 Discussion is evaluated to identify impartiality, bias or unsupported argument. 2.2 Points of view of other speakers are noted and information to counter opposing views is presented objectively in accordance with required position. 2.3 **Reaction to speakers** and their point of view is analyzed to identify and manage emotional reactions and maintain objectivity. 2.4 Opposing/challenging views are examined for their value in achieving the same ends. 2.5 Active listening and questioning are used to clarify own understanding, challenge or justify other points of view.
3. Present a convincing argument	3.1 **Communication approach** is chosen and used to suit the given audience. 3.2 Prepared position is asserted with conviction and purpose.

	3.3 *Verbal and non-verbal behavior* are adjusted to maintain listener interest if the audience is unresponsive.
	3.4 Questions are used to elicit feedback and check audience understanding.
	3.5 Audience questions and argument are responded to objectively, and answers are backed by reasoned explanation.
	3.6 Agreement is negotiated where possible, concluding with a summary of agreed items.
4. Develop a range of communication strategies	4.1 Feedback from others is obtained and the outcomes of communication are assessed.
	4.2 Lessons learnt are recorded and used to underpin future interactions.
	4.3 *Language structures and features* that influence audiences to a preferred point of view are developed and practiced.
	4.4 *Communication* strategies are explored and practiced for a range of workplace applications in accordance with organizational requirements.

Variables	Range
Communication objectives	may be to: • share information • reach consensus • contribute to policy • represent the business unit's position/interests in internal negotiations • resolve differences • negotiate a joint position/compromise • build reputation (of self and organization/business unit) • market services
Legislation, policy and guidelines	may include: • Federal and/or regional states legislation, regulations, policies, guidelines and standards relating to exchange of information in the public sector, such as: • ethics and accountability guidelines/codes of practice • information security standards • principles of equal employment opportunity, equity and diversity • freedom of information and privacy. • intellectual property • fraud standards • professional liability

Reaction to speakers	may include:
	• own reaction and others present
Communication approach	may include:
	• catering to political sensitivities
	• working within government processes and operational frameworks
	• balancing debate and action
	• consideration of wider organizational/public sector issues
	• speaking with confidence
	• cultural, ethnic, diversity or equity considerations
	• consultative
	• collaborative
	• assertive
	• reasonable and humorous
Verbal and non-verbal behavior	may include:
	• inclusive language, ideas and information
	• congruent speech and body language
	• speaking with confidence
	• impartiality
	• responsiveness
	• drawing on different sources of information
Language structures and features	may include:
	• use of metaphors and similes
	• use of analogy, imagery and other comparisons
	• use of passive voice
	• using personal names repeatedly to convey intimacy or sincerity
	• tone, style and point of view
Those to be present	may include:
	• peers
	• colleagues
	• those senior or junior to the position
	• staff from other agencies
Mode of communication	may include:
	• telephone
	• teleconference
	• video conference
	• Internet (online forums)
	• face-to-face
	• one-on-one, or in a group
	• forum, seminar or conference
Organization of subject matter	may include:
	• identifying features, advantages and benefits and aligning evidence/examples
	• anticipating likely disagreements and structuring material to address these

Evidence Guide	
Critical Aspects of Competence	Evidence of the following is essential: • legislation, regulations, policies, procedures and guidelines relating to communication in the public sector • applying legislation, regulations and policies relating to communication in the public sector
Underpinning Knowledge and Attitudes	Must demonstrate knowledge of: • legislation, regulations, policies, procedures and guidelines relating to communication in the public sector • the power and effect of spoken language • knowledge of organization processes and hierarchy • techniques to deal with opposing views and positions • emotional intelligence techniques • organizational protocols and etiquette for communication in meetings • communication strategies to suit different audiences, such as workgroup, organizational, inter-agency • ways to influence the interpretation of spoken communication • equal employment opportunity, equity and diversity principles • public sector legislation such as occupational health and safety and environment in the context of high-level communication
Underpinning Skills	Demonstrate skills to: • applying legislation, regulations and policies relating to communication in the public sector • analyzing and using language structures and features that influence the interpretation of spoken communication • interacting confidently with groups on familiar topics in formal and informal workplace situations • speaking with confidence and listening critically • clarifying meaning, exploring issues and problem solving • responding to diversity, including gender and disability • applying procedures relating to occupational health and safety and environment in the context of high-level communication
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: • 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: Logistics Operations Management Level V	
Unit Title	**Plan Logistic Support for Deployed Operations**
Unit Code	**EIS LOM5 23 0913**
Unit Descriptor	This unit involves the skills and knowledge required to plan logistic support for deployed elements of an organization in support of organizational operations.

Elements	Performance Criteria
1 Analyze the logistic requirement	1.1 Operational requirement is analyzed in order to establish the scope and intent of logistic support.
	1.2 *Operating environment* is identified and information is sought to establish the operating and logistic factors relating to the operation.
	1.3 *Limitations and constraints* are determined in order to establish what courses of actions are feasible and realistic.
	1.4 *Critical facts and assumptions* are made in order to allow planning to progress in the absence of developed knowledge of the current situation.
2 Analyze risks to logistic support	2.1 Risk analysis is conducted to identify and mitigate against unacceptable risks in accordance with organizational policy and procedures.
	2.2 Liaison with agencies involved in the operation's logistic is undertaken to ensure the most effective coordination of effort.
	2.3 Local population and organizations in the operating area are analyzed to identify any possible disruption to logistic support.
3 Develop the logistic plan	3.1 Logistic situation is reviewed to inform planning.
	3.2 Planning timeline is prepared to guide planning activities and to ensure sufficient time is allowed to disseminate information and subsequent preparation of personnel and equipment.
	3.3 Logistic concept is created and based upon the analysis and the principles of logistic, operational suitability, feasibility and acceptance by management.
	3.4 Logistic plan is developed in accordance with organizational policy and procedures.
	3.5 Plan is adjusted in accordance with changing operational need.
	3.6 Contingency plans are developed.
	3.7 Logistic plan is communicated to stakeholders.

Variable	Range
Operating environment	may include: • the terrain and climate • the location and capability of handling equipment • availability of local resources • movement corridors and routes
Limitations and constraints	may include: • restrictions imposed by management • restrictions on movement • access to ports, loading areas, lifting equipment • access to resupply of fuel, water, food • the requirement to maintain a reserve of capacity or capability and quarantine restriction
Critical facts and assumptions	may include: • composition of own resources • location and condition of key equipment • load capability of roads • distance • turnaround time and availability of local resources
Operational factors	may include: • mission essential equipment • operational period • availability of local resources • repair policy, including preventive maintenance requirements for material in stock • service level required at each line of stockholding • effects of terrain and climatic conditions on personnel and material • any arrangements for the provision of supplies and services • predicted usage rates • expected losses and delays within the logistic network and distribution system through adverse weather, fire or other hazards • predicted need to relocate stocks during deployment
Logistic factors	may include: • movement lead time between the home location and operating area • transport lift capacities available • planned frequency of replenishment • availability of suitable areas, infrastructure and facilities • availability of lifting/loading equipment and trained workforce required to provide supply support to the stock • engineering effort necessary to enhance the logistic network and provide for storage facilities • potential variability of usage rates • probability of delays in either procurement or delivery

Evidence Guide	
Critical aspects of Competence	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: • applying the planning process outlined within the elements and performance criteria in response to a logistic support task in a deployed setting • applying organizational policy and procedure relating to planning of logistic support • Competency should be demonstrated over time and should be observed in a range of actual or simulated work contexts
Underpinning Knowledge and Attitudes	Must demonstrate knowledge of: • Logistic concepts • Specialist knowledge of the organization, function and logistic capabilities • Organizational policy and procedure pertaining to logistics • Specialist understanding of customer and stakeholder requirements • Risks to logistic support • Organizational role relevant to specialist logistic support • Environment consideration in planning logistic support • Organizational writing conventions • Planning process
Underpinning Skills	Demonstrate skills to: • Interpret instructions and apply to actions and tasks • Prepare and issue instructions that clearly communicate intent and operational tasks • Use problem-solving skills to apply a broad range of problem-solving strategies to planning outcomes • Analyze the complexities of a task such as limitations, freedoms, vulnerabilities, environmental considerations and time limitations • Undertake analysis to determine where internal and external factors impact on the logistic support requirements, and adjust planning accordingly • Use numeracy skills to accurately Analyze and validate information • Use organizational skills to manage own planning tasks in concert with organizational requirements • Interpret policies and procedures • Make decisive, informed decisions that align with organizational requirements • Move forward despite the difficulty of the planning task • Use appropriate information technology and software • Use written and oral communication skills

Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • 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: Logistics Operations Management Level V	
Unit Title	Organize the Deployment and Delivery of Logistics Support
Unit Code	**EIS LOM5 24 0913**
Unit Descriptor	This unit involves the skills and knowledge required to organize the deployment and delivery of logistics support in a deployed context in support of organizational operations.

Elements	Performance Criteria
1 Prepare for logistic operations	1.1 Operational requirement is analyzed in order to establish the scope and intent of logistic support.
	1.2 Deployment requirements are received and interpreted to determine logistic requirements.
	1.3 Reconnaissance of the deployment area is conducted to inform the planning including ***technical and functional sitting considerations***.
	1.4 Warning instructions are prepared and issued to ***logistic element*** personnel to enable them to prepare for deployment.
	1.5 Occupational Health and Safety (OHS) requirements and Recognized safety precautions are applied throughout the operation in accordance with organizational policy and procedures.
2 Deploy the logistic support	2.1 Deployment instructions are prepared and issued to logistic element personnel to inform them of the method and sequence of the deployment.
	2.2 Movement to the deployment site is managed in accordance with the operational environment and management instructions.
	2.3 Logistic element is deployed, sited and monitored to ensure the operational logistic support requirements are being achieved.
3 Provide logistic support	3.1 Liaison with stakeholders involved in the operation is carried out to ensure the most effective coordination of effort,
	3.2 Operational or organizational constraints are recognized and logistic tasks are directed to align with these constraints.
	3.3 Logistic support priorities are set in order to align the activities with the organizational objectives.
	3.4 The activity is monitored to ensure that the logistic elements are conducting activity with appropriate authority and in accordance with organizational policy and procedures.
	3.5 The delivery of logistic support is managed to meet the demands of the operation.

	3.6 Personnel are supervised and efficiently and effectively employed within their area of specialty.
	3.7 The maintenance integrity of logistic support assets is monitored to ensure assets are available for support tasks when required.
	3.8 Logistic information systems are utilized to monitor and coordinate logistic support operations and to inform the decision making process.
	3.9 Liaison with agencies involved in the operation is carried out to ensure the most effective coordination of effort.
	3.10 Management and stakeholders are advised when significant issues or developments arise that may adversely impact on the operation.
	3.11 Records are maintained and entered into information systems.
4 Close down the site	4.1 Redeployment instructions are prepared and issued to logistic element personnel.
	4.2 The scaling down and withdrawal of the deployment site is monitored to ensure it is consistent with the operational environment and organizational requirements.

Variable	Range
Technical and functional sitting considerations	may include: • access • terrain • hard-standing • drainage • facilities and infrastructure • size • cover and concealment
Logistic element	may include: • supply • transport • health • catering • maintenance

Evidence Guide	
Critical aspects of Competence	The evidence required to demonstrate competency in this unit must be relevant to: • Prepare for logistic operations • Deploy the logistic support • Provide logistic support • Close down the site

Underpinning Knowledge and Attitudes	Must demonstrate knowledge of: • Logistic concepts • Specialist knowledge of the organization, function and logistic capabilities • Organizational policy and procedure pertaining to logistics • Regulatory and standards requirements pertaining to logistics • Logistic analysis principles and processes • Risks to logistic support • Sitting considerations • Organizational role relevant to specialist logistic support • Environment consideration in planning logistic support • Organizational writing conventions • Planning process
Underpinning Skills	Demonstrate skills to: • Interpret instructions and apply to actions and tasks • Draft and release complex forms of written communication • Use problem-solving skills to apply a broad range of problem-solving strategies • Analyze the complexities of a task such as limitations, freedoms, vulnerabilities, time limitations • Undertake analysis to determine where internal and external factors impact on the logistic support requirements • Use numeracy skills to accurately • nalyze and validate information • Use organizational skills to manage own planning tasks in concert with organizational requirements • Interpret policies and procedures • Make decisive, informed decisions that align with organizational requirements • Move forward despite the difficulty of the task • Use appropriate information technology and software • Use oral communication skills • Use negotiation skills
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competence may be assessed through: • 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: Logistics Operations Management Level V	
Unit Title	**Manage Materiel Sustainment Operations**
Unit Code	**EIS LOM5 25 0913**
Unit Descriptor	This unit involves the skills and knowledge required to prepare for materiel sustainment operations, to manage those operations throughout the materiel life cycle and to report on those operations in the organizational environment. Materiel systems are a composite of equipment, skills and techniques capable of performing or supporting an operational role, or both. A complete materiel system includes all equipment, related facilities, materiel, software, services and personnel required for its operation and support, to the degree that it can be considered self-sufficient in its intended operational environment.

Elements	**Performance Criteria**
1 Identify materiel sustainment management requirements	1.1 ***Sources of information*** relevant to ***materiel sustainment*** are identified and obtained in accordance with ***organizational policy and procedures***.
	1.2 Currency of information is reviewed and documented in accordance with organizational policy and procedures.
	1.3 Materiel sustainment management requirements are defined and documented in accordance with organizational policy and procedures.
2 Develop materiel sustainment management operations	2.1 Consultation with ***stakeholders*** is conducted in accordance with organizational policy and procedures.
	2.2 ***Materiel*** sustainment operations are developed and recorded taking into account materiel and/or materiel system in accordance with organizational policy and procedures.
	2.3 ***Key performance indicators*** are developed and documented in accordance with organizational policy and procedures.
	2.4 ***Costing*** analysis processes are developed and documented in accordance with organizational policy and procedures.
3 Apply materiel sustainment management operations	3.1 Materiel sustainment risks and impacts are identified, recorded and managed.
	3.2 Materiel sustainment procedures are applied in accordance with legislative requirements.
	3.3 Management operations are carried out in accordance with organizational policy and procedures.
	3.4 Failures and variances are documented, reported and managed in accordance with organizational policy and procedures.

		3.5 Participation and contribution to materiel sustainment activities are established and maintained.
4	Review materiel sustainment operations	4.1 Performance systems and processes are monitored and analyzed to assess progress in achieving plans and targets.
		4.2 Systems, procedures and records associated with documenting performance are managed in accordance with the organization's requirements.
		4.3 Materiel sustainment operations are reviewed in accordance with organizational policy and procedures.
		4.4 Changes required are identified and prepared in accordance with organizational policy and procedures.
		4.5 Amendments to materiel sustainment operations are incorporated into plans and *promulgated* to relevant stakeholders, in accordance with organizational policy and procedures.

Variable	Range
Sources of information	may include: • conceptual documents • contractors • legislation • managers • peers • plans • policies • publications • reference material • standards • supervisors • suppliers
Materiel sustainment	may include the management and provision of products and services needed to meet the preparedness and performance requirements of a materiel system from the time of acceptance into operational service until disposal at minimized life cycle cost. Material sustainment may also be referred to as asset management and includes components of: sustainment management, engineering support, maintenance support, supply support and planning for disposal and/or carrying out end of life tasks
Organizational policy and procedures	may include: • Ethiopian Standards • international standards • logistics support analysis • organizational instructions and standards • through life support

Stakeholders	may include: • capability manager • contractors • customers • project managers • regulators • regulatory authorities • subordinates • supervisors • suppliers • team members
Materiel	may include all items (including ships, tanks, self-propelled weapon, aircraft etc. and related spares, repair parts and support equipment but excluding real property, installations and utilities) necessary to equip, operate, maintain and support designated activities without distinction as to its application for administrative or operational purposes
Key performance indicators	may include: • costs • milestones • production • resources • scheduling • timings
Costing	may include: • labour • life cycle costs • money • outlay of expenditure • resources • time
Promulgated	may include: • authorized • documented • endorsed • issued • published
Logistics support analysis	is the process for identifying and analyzing the functional supportability requirements consistent with the goals of the integrated logistic support program. Logistics support analysis also describes the process for the coordinated development of logistics related task data, and the processing of that data to define logistics resource requirements. Logistics support analysis defines the analytical process for the preparation for in-service support and disposal, and the interface with Supportability Assessments (Supportability Test and Evaluation)

Legislative requirements	may include:
	• regulations related to such matters as export and import licensing, taxes and duties
	• relevant federal, state and local government legislation and regulations including certification requirements

Evidence Guide	
Critical aspects of Competence	Assessment must confirm the ability to:
	• adhere to relevant occupational health and safety requirements
	• identify and establish materiel sustainment operation processes
	• identify, acquire and adjust resources as necessary to ensure effective and efficient performance of the processes
	• initiate and efficiently monitor processes
	• initiate any remedial action required
	• Competency should be demonstrated over time and should be observed in a range of actual or simulated work contexts
Underpinning Knowledge and Attitudes	Must demonstrate knowledge of:
	• Codification and cataloguing processes
	• Industrial base capability
	• Legislative and regulatory environment as it pertains to materiel logistics, including environmental, sustainability issues
	• Logistics governance
	• Logistics support analysis principles and processes
	• Management processes
	• Materiel sustainment
	• Organizational policy and procedures
	• Organizational role relevant to materiel sustainment
	• Performance measurement
	• Product knowledge related to systems and/or equipment in service in the organization
	• Safety, legislative and statutory requirements, including environmental, sustainability issues relevant to materiel sustainment
Underpinning Skills	Demonstrate skills to:
	• Apply materiel sustainment and project management knowledge to relevant materiel sustainment operations
	• Consult and negotiate with stakeholders (both internal and external) and resolve any potential areas of conflict or concern to ensure that overall objectives are achieved
	• Demonstrate an understanding of the strategic objectives of the organization, and identify long-term factors and external considerations that need to be taken into consideration when managing materiel sustainment operations

	- Display resilience by continuing to move forward despite criticism or setbacks - Identify the relationship between organizational goals and Recognize how own work contributes to the achievement of those goals - Manage obsolescence by ensuring implications of obsolescence are taken into consideration, and determining and implementing an obsolescence management strategy in accordance with policy and procedures - Manage procurement activities occurring in the materiel sustainment environment - Undertake performance measurement to enable objectives to be measured against defined parameters - Undertake research and analysis to investigate internal and external factors that impact on the materiel sustainment program - Use appropriate information technology and software
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: - 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: Logistics Operations Management Level V	
Unit Title	**Manage Verification and Validation**
Unit Code	**EIS LOM5 26 09132**
Unit Descriptor	This unit involves the skills and knowledge required to verify and validate integrated logistics support processes and to manage verification and validation processes within the organization. Verification and validation is a generic term for the complete range of checks that are performed on a system in order to increase confidence that the system is suitable for its intended purpose. Materiel systems are a composite of equipment, skills and techniques capable of performing or supporting an operational role, or both. A complete materiel system includes all equipment, related facilities, materiel, software, services and personnel required for its operation and support, to the degree that it can be considered self-sufficient in its intended operational environment. Integrated logistics support is a disciplined and iterative approach to materiel management, which addresses supportability throughout the life cycle of a materiel system, with the aim of ensuring operational and preparedness requirements are met, at a minimized life cycle cost, with regulatory, legislative and contractual constraints.

Elements	Performance Criteria
1 Identify requirements for management strategies for verification and validation	1.1 ***Sources of information*** relevant to ***verification and validation*** are identified and obtained in accordance with ***organizational policy and procedures***.
	1.2 Currency of information is reviewed and documented in accordance with organizational policy and procedures.
	1.3 ***Materiel*** verification and validation requirements are defined and documented.
2 Develop management strategies for verification and validation	2.1 Consultation with ***stakeholders*** is conducted in accordance with organizational policy and procedures.
	2.2 Verification and validation processes are developed and recorded taking into account materiel and/or materiel system, in accordance with organizational policy and procedures.
3 Implement management strategies for verification and validation	3.1 Integrated logistics support risks and impacts relevant to verification and validation processes are identified, recorded and managed.
	3.2 Verification and validation processes are applied in accordance with ***legislative requirements***.
	3.3 Activities are carried out in accordance with organizational policy and procedures.
	3.4 Participation and contribution to verification and validation process activities is established and maintained.

4 Review management strategies for verification and validation	4.1 Verification and validation processes are reviewed in accordance with organizational policy and procedures.
	4.2 Changes required are identified and prepared in accordance with organizational policy and procedures.
	4.3 Amendments to verification and validation processes are incorporated and distributed to relevant personnel in accordance with organizational policy and procedures.

Variable	Range
Sources of information	may include: • contractors • legislation • managers • peers • plans • policies • publications • reference material • standards • supervisors • suppliers

Verification and validation	is:
	• a generic term for the complete range of checks that are performed on a system in order to increase confidence that the system is suitable for its intended purpose, it includes:
	  ➢ performance tests
	  ➢ reliability tests
	  ➢ rigorous set of functional tests

Organizational policy and procedures	may include: • Ethiopian Standards • international standards • logistics support analysis • organizational instructions and standards
Materiel	may include: • all items (including ships, tanks, self-propelled weapon, aircraft etc. and related spares, repair parts and support equipment but excluding real property, installations and utilities) necessary to equip, operate, maintain and support designated activities without distinction as to its application for administrative or operational purposes
Stakeholders	may include: • capability manager • contractors • customers • project managers • regulators

	• regulatory authorities • subordinates • supervisors • suppliers • team members
Legislative requirements	may include: • regulations related to such matters as export and import licensing, taxes and duties • relevant federal, state and local government legislation and regulations including certification requirements

Evidence Guide	
Critical aspects of Competence	Assessment must confirm the ability to: • adhere to relevant occupational health and safety requirements • identify, acquire and adjust resources as necessary to ensure effective and efficient performance of the processes • initiate and efficiently monitor processes • initiate any remedial action required • Competency should be demonstrated over time and should be observed in a range of actual or simulated work contexts
Underpinning Knowledge and Attitudes	Must demonstrate knowledge of: • Codification and cataloguing processes • Industrial base capability • Integrated logistics support processes relevant to verification and validation processes • International agreements • Interoperability • Legislative and regulatory environment as it pertains to materiel logistics, including environmental, sustainability issues • Logistics support analysis principles and processes • Logistics governance • Organizational policy, plans and procedures relevant to verification and validation processes • Organizational role relevant to verification and validation processes • Performance measurement • Safety, legislative and statutory requirements, including environmental, sustainability issues • Supply chain concepts • Written communication to a level required in the preparation of complex correspondence and reports
Underpinning Skills	Demonstrate skills to: • Analyze information and identify areas that impact on verification and validation processes • Apply verification and validation knowledge relevant to the

	work being performed
• Consult and negotiate with stakeholders (both internal and external) and resolve any potential areas of conflict or concern to ensure that overall objectives are achieved
• Demonstrate an understanding of the strategic objectives of the materiel logistics program to identify long-term factors and external considerations that need to be taken into consideration during validation and verification processes
• Display resilience by continuing to move forward despite criticism or setbacks
• Identify the relationship between organizational goals and Recognize how own work contributes to the achievement of those goals
• Undertake performance measurement to enable objectives to be measured against defined parameters
• Use appropriate information technology and software
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:
• 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: Logistics Operations Management Level V	
Unit Title	**Manage Project Quality**
Unit Code	**EIS LOM5 27 0913**
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	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***.
	1.2 Established ***quality management methods, techniques and tools*** are selected and used to determine preferred mix of quality, capability, cost and time.
	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.
	1.4 Agreed quality requirements are included in the project plan and implemented as basis for performance measurement.
2. Implement quality assurance	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.
	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.
	2.3 Inspections of quality processes and ***quality control*** results are conducted to determine compliance of quality standards to overall quality objectives.
	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.
3. Implement project quality improvements	3.1 Processes are reviewed and agreed changes implemented continually throughout the project life cycle to ensure continuous improvement to quality.
	3.2 Project outcomes are reviewed against performance criteria to determine the effectiveness of quality management processes and procedures.

	3.3 Lessons learned and recommended *improvements* are identified, documented and passed on to a higher project authority for application in future projects.

Variable	Range
Quality objectives may include:	• requirements from the client and other stakeholders • requirements from a higher project authority • negotiated trade-offs between cost, schedule and performance • those quality aspects which may impact on customer satisfaction
Quality management plan may include:	• established processes • authorizations and responsibilities for quality control • quality assurance • continuous improvement
Quality management methods, techniques and tools may include:	• brainstorming • benchmarking • charting processes • ranking candidates • defining control • undertaking benefit/cost analysis • processes that limit and/or indicate variation • control charts • flowcharts • histograms • pareto charts • scatter gram • run charts
Quality control may include:	• monitoring conformance with specifications • recommending ways to eliminate causes of unsatisfactory • performance of products or processes • monitoring of regular inspections by internal or external agents
Improvements may include:	• 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	A person who demonstrates competence in this unit must be able to provide evidence that they have taken responsibility for quality management of projects. This will include evidence of managing the work of others within the project team with respect to quality. Products that could be used as evidence include: documentation produced in managing projects such as:

	• 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 Processes that could be used as evidence include: • 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	Broad knowledge and understanding of:
	• the principles of project quality management and their application
	• acceptance of responsibilities for project quality management
	• use of quality management systems and standards
	• the place of quality management in the context of the project life cycle
	• appropriate project quality management methodologies; and their capabilities, limitations, applicability and contribution to project outcomes
	• attributes:
	  ➢ analytical
	  ➢ attention to detail
	  ➢ able to maintain an overview
	  ➢ communicative
	  ➢ positive leadership

Underpinning Skills	Demonstrate skills of: • 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	Competence may be assessed through:
	• 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: Logistics Operations Management Level V	
Unit Title	**Facilitate and Capitalize on Change and Innovation**
Unit Code	**EIS LOM5 28 0913**
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	1.1 *Manager* contributes effectively to the organization's planning processes to introduce and facilitate change.
	1.2 Plans are made to introduce change in consultation with *appropriate stakeholders*.
	1.3 Organization's objectives and plans are communicated effectively to introduce change to individuals and teams.
2. Develop creative and flexible approaches and solutions	2.1 Variety of approaches are identified and analyzed to manage workplace issues and problems.
	2.2 *Risks* are identified and assessed, and action initiated to manage these to achieve a recognized benefit or advantage to the organization.
	2.3 Workplace is managed in a way which promotes the development of innovative approaches and outcomes.
	2.4 Creative and responsive approaches to resource management improve productivity and services, and/or reduce costs.
3. Manage emerging challenges and opportunities	3.1 Individuals and teams are supported to respond effectively and efficiently to changes in the organization's goals, plans and priorities.
	3.2 Coaching and mentoring are made to assist individuals and teams to develop competencies to handle change efficiently and effectively.
	3.3 Opportunities are identified and taken as appropriate, to make adjustments and to respond to the changing needs of customers and the organization.
	3.4 *Information needs* of individuals and teams are anticipated and facilitated as part of change implementation and management.
	3.5 Recommendations for improving the methods and techniques to manage change are identified, evaluated and negotiated with appropriate individuals and groups.

Variables	Range
Manager	a person with frontline management roles and responsibilities, regardless of the title of their position
Appropriate stakeholders may refer to:	those individuals and organizations who have a stake in the change and innovation being planned, including: • 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 may refer to:	• 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 may include:	• new and emerging workplace issues • implications for current work roles and practices including training and development • changes relative to workplace legislation, such as OHS, workplace data such as productivity, inputs/outputs and future projections • planning documents • reports • market trend data • scenario plans • customer/competitor data

Evidence Guide	
Critical Aspects of Competence	Assessment must show evidence that the candidate: • Planning the introduction and facilitation of change • Developing creative and flexible approaches and solutions • Managing emerging challenges and opportunities

Underpinning Knowledge and Attitudes	• 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 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	Demonstrate skills on: • Communication skills • Planning work • Managing risk
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: • 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: Logistics Operations Management Level V	
Unit Title	**Establish and Conduct Business Relationships**
Unit Code	**EIS LOM5 29 0913**
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	1.1 Welcoming customer environment is maintained.
	1.2 Customer is greeted warmly according to enterprise policies and procedures.
	1.3 Effective service environment is created through verbal and non-verbal presentation according to enterprise policies and procedures.
	1.4 Customer data is maintained to ensure database relevance and currency.
	1.5 Information on customers and service history is gathered for analysis.
	1.6 **Opportunities** to maintain regular contact with customers are identified and taken up.
2. Clarify needs of customer	2.1 Customer needs are determined through questioning and active listening.
	2.2 Customer needs are accurately assessed against the products/services of the enterprise.
	2.3 Customer details are documented clearly and accurately in required format.
	2.4 Negotiations are conducted in a business-like and professional manner.
	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.
	2.6 The results of negotiations are communicated to appropriate colleagues and stakeholders within appropriate timeframes.
3. Provide information and advice	3.1 Features and benefits of products/services provided by the enterprise are described / recommended to meet customer needs.
	3.2 Information is provided to satisfy customer needs.
	3.3 Alternative sources of information/advice are discussed with the customer.

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

Variables	Range
Opportunities to maintain regular contact with customers may include:	• informal social occasions • industry functions • association membership • co-operative promotions • program of regular telephone contact
Negotiation techniques	• 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 • appropriate cultural behavior

Evidence Guide	
Critical Aspects of Competence	It is essential that competence is fully observed and there is ability to transfer competence to changing circumstances and to respond to unusual situations in the critical aspects of: • 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 • ability to build and maintain relationships to achieve successful business outcomes

Underpinning Knowledge and Attitudes	Demonstrate knowledge of:
	 • enterprise policies and procedures in regard to:
	     ➢ 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	Demonstrate skills to: • 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	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: • 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: Logistics Operations Management Level V	
Unit Title	**Manage Continuous Improvement Process (Kaizen)**
Unit Code	**EIS LOM5 30 0913**
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.
	4.3 Objectives, time frames, measures and communication plans are ensured in place to manage implementation.
	4.4 Contingency plans are implemented in the event of non-performance.

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

Variable	Range

Parameters	May include but not limited to:
	• Working condition
	• Resources may include:
	   ➢ Human
	   ➢ Material
	   ➢ Machine
	• Kaizen elements

Kaizen management template	May include but not limited to:
	• Visual management board for:
	   ➢ 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	May include but not limited to: • 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)

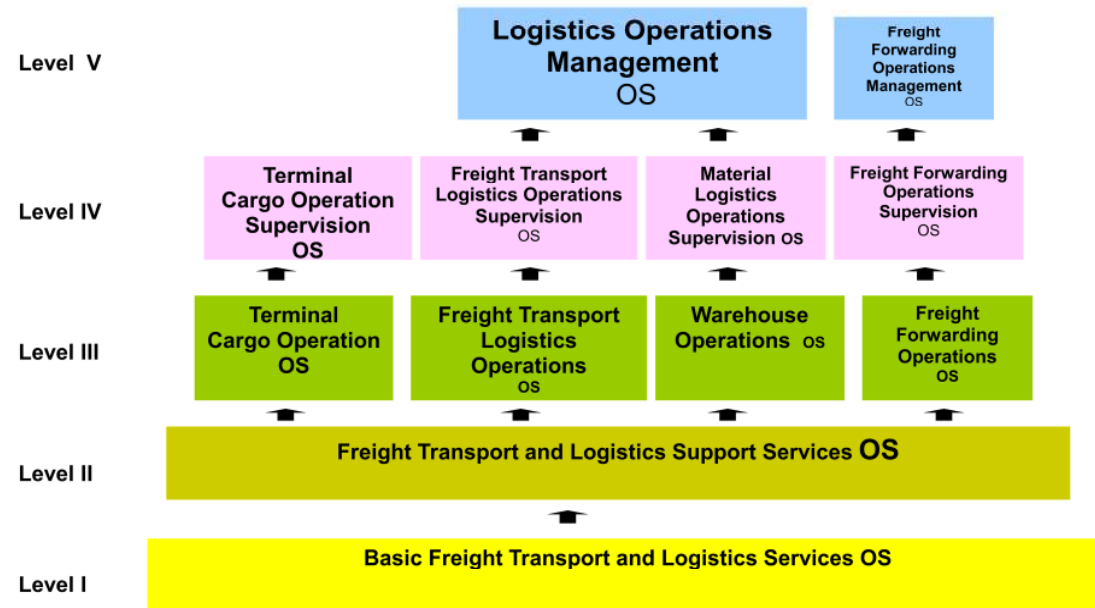|	
	• MUDA identification and elimination tools • Kanban • Poka-yoke • Takt- time
Gemba activities	May include but not limited to: • Value-adding activities to satisfy the customer • Employee autonomous operations (participating in team to identify nonconformity, propose solutions and implement them autonomously)
Individual leadership capability	May include but not limited to: • Personal and interpersonal skills • Courage • Honour and integrity • Energy and drive • Strategic skills • Operating skills • Organizational positioning skills

Sustainability/continuous improvement	May include but not limited to:
	• Improvements made by following PDCA (Plan, Do, Check and Act) cycle for:
	  ➢ 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	May include but not limited to: • 5S audit • Patrol system • Kaizen board • 5M check lists • Key Performance Indicators (KPIs)

Standard operating procedure	May include but not limited to:
	• Administrative standards for:
	  ➢ Managing the business
	  ➢ Administration
	  ➢ Personnel Guidelines
	  ➢ Job Descriptions
	  ➢ Guidelines for preparing cost information
	• Operation standards for:
	  ➢ 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	May include but not limited to:
	• Resources may include:
	  ➢ Recruit and retain high quality people with innovative skills and a good track, record in innovation
	• HR development is used for:
	  ➢ strategic capability and provide encouragement and facilities for enhancing innovating skills and enhancing the intellectual capital of the organization
	• Reward will:
	  ➢ Provide financial incentives and rewards and recognition for successful innovation

Evidence Guide	
Critical Aspects of Assessment	Demonstrates skills and knowledge competencies to: • 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	Demonstrates knowledge of:
	• Quality management and continuous improvement theories
	• creativity/innovation theories/concepts
	• competitive systems and practices tools, including:
	  ➢ 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	Demonstrates Skills to: • Use leadership skills to foster a commitment to quality and openness to improvement. • Analyze training needs and implementing training programs • Prepare and maintain quality and audit documentation • Undertake self-directed problem solving and decision-making on issues of a broad and/or highly specialized nature and in highly varied and/or highly specialized contexts • Communicate at all levels in the organization and to audiences of different levels of literacy and numeracy • Analyze current state/situation of the organization. • Analyze individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation • Solve highly varied and highly specialized problems related to competitive systems and practices implementation and continuous improvement to root cause • Negotiate with stakeholders, where required, to obtain information required for implementation and refinement of continuous improvements, including management, unions, employees and members of the community. • Review relevant metrics, including all those measures which might be used to determine the performance of the improvement system, including: ➢ 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: • 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

Level V

| Logistics Operations Management OS | Freight Forwarding Operations Management OS |

Level IV

| Terminal Cargo Operation Supervision OS | Freight Transport Logistics Operations Supervision OS | Material Logistics Operations Supervision OS | Freight Forwarding Operations Supervision OS |

Level III

| Terminal Cargo Operation OS | Freight Transport Logistics Operations OS | Warehouse Operations OS | Freight Forwarding Operations OS |

Level II

Freight Transport and Logistics Support Services **OS**

Level I

Basic Freight Transport and Logistics Services OS

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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:
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Please, leave a comment.

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