

National Occupational Standards



Logistics
Operations (2010)



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Unit SfL 11 Make an effective contribution to the business

What this standard is about

This standard is about understanding the organisations aims and procedures. It covers identifying individual and group targets, requirements and responsibilities. It is about helping colleagues and knowing how to communicate with others. It requires drivers to be aware of how they can improve their own performance

Who this standard is for

This standard is relevant to all operatives at every level in logistics operations. Operatives could, for example, be working in warehousing and storage, transport, or freight forwarding.

Unit SfL 11 Make an effective contribution to the business

You will be able to:

- 1) confirm tasks, priorities and responsibilities clearly and accurately with colleagues and/or the person setting them
- 2) perform work tasks in ways that are consistent with good practice in your organization
- 3) maintain your personal appearance, equipment and the work area in accordance with the organisations requirements and image
- 4) report clearly, accurately and promptly the circumstances that prevent achievement of quality standards, to the relevant person
- 5) identify your own learning needs accurately from feedback and observation of your performance from people in a position to give it
- 6) seek and take realistic opportunities to meet your learning needs
- 7) offer support to colleagues that is relevant to their priorities and consistent with meeting your own responsibilities
- 8) identify and solve misunderstanding and conflicts that are detrimental to working relationships
- 9) promptly action requests by others that fall within your responsibility
- 10) **communicate effectively** with other people
- 11) ask colleagues for information and assistance in a clear and constructive manner
- 12) comply with organisation's procedures and all relevant legal, safety and operating requirements

You will know and understand:

- a) the importance of understanding your own work role.
- b) the quality and output requirements of yourself and colleagues
- c) agreed working practices
- d) requirements for **special clothing**, standards of appearance and methods for maintaining your equipment and work area
- e) circumstances that may prevent you meeting quality standards and what action should be carried out
- f) the importance of feedback in improving personal work performance
- g) how to identify learning needs
- h) opportunities for learning that are available and how to select the relevant ones
- i) how to recognise when colleagues need support and how to decide if giving support is consistent with your responsibilities
- j) the importance of supporting colleagues and the difference it makes to productivity
- k) the importance of recognising difficulties and misunderstandings and ways of dealing with them constructively
- l) how to **communicate effectively** with others
- m) how to make and respond to requests for support constructively, including how to respond when you cannot action requests
- n) what the organisation's procedures and all relevant legal, safety and operating requirements are

Unit SfL 11 Make an effective contribution to the business

Glossary/examples

Communicate effectively: verbal, electronic, written

Special clothing: PPE, branded workwear

Unit SfL 12 Contribute to the provision of customer service

What this standard is about

This standard is about creating and maintaining customer satisfaction and developing relationships through effective communication. It includes understanding business and customer confidentiality, the organisations image and the limits of own authority when dealing with customers.

Who this standard is for

This standard is relevant to all operatives at every level in logistics operations. Operatives could, for example, be working in warehousing and storage, transport, or freight forwarding.

Unit SfL I2 Contribute to the provision of customer services

You will be able to:

- 1) take time, within operational constraints, to develop positive relationships with **customers**
- 2) ensure that your appearance and conduct are consistent with the organisation's image at all times
- 3) ensure that commitments made to customers are realistic, within the limits of your own authority and within operational constraints
- 4) **communicate** with the customer in a way that maintains effective working relationships and promotes confidence, goodwill and trust
- 5) ensure that your information is relevant, accurate, up to date and reflects organisational policy
- 6) demonstrate an ability to listen to the customers needs and provide sufficient information
- 7) promptly refer requests which are outside the limits of your authority to the relevant people
- 8) maintain business and customer confidentiality at all times
- 9) accurately establish the nature of a complaint
- 10) pass on accurately recorded complaints and report them to the relevant person/department in your organisation
- 11) demonstrate your organisation's procedures for failed deliveries

You will know and understand:

- a) the organisational approach to developing and maintaining effective relationships with **customers**
- b) what the organisation's image is, and why it is important to promote it positively
- c) the range and essential features of services available, and how these relate to **customer** requirements
- d) how operational constraints and the limits of your own authority impact on service provision
- e) the importance of effective communication and the implications of not **communicating effectively**
- f) the importance of fully understanding the **customers** needs
- g) why information must be relevant, accurate and up to date
- h) what to do when sufficient information to meet the **customers** needs is not immediately available
- i) the importance of maintaining business and **customer** confidentiality at all times
- j) why accurate and complete records are important, the possible consequences of incorrect records and who they should be passed to
- k) the importance of good **customer** relations, and the consequences of failing to develop and maintain good **customer** relations
- l) the organisational approach to providing service related information to **customers**
- m) the type of **customer** request that must be referred to others in the organisation
- n) the importance of keeping the **customer** informed of any action being taken
- o) the range of **customers** likely to be encountered, and the concept of an internal customer
- p) your organisation's complaints procedure and the consequences of not following procedures
- q) the importance of meeting scheduled deliveries and what action to take if you fail to meet the schedule

Unit SfL 12 Contribute to the provision of customer service

Glossary/examples

Communicate/Communicate effectively: verbal, electronic, written

Customer(s): Internal and external

Unit SfL 15 Maintain health and safety in logistics operations

What this standard is about

This standard is about understanding the organisations procedures for identifying and reducing risks to self and colleagues. It covers the use of personal protective equipment and how to follow procedures for evacuating the facilities.

Who this standard is for

This standard is relevant to all operatives at every level in logistics operations. Operatives could, for example, be working in warehousing and storage, transport, or freight forwarding.

Unit SfL 15 Maintain health and safety in logistics operations

You will be able to:

- 1) follow regulations and organisational procedures for health, safety, and security at all times
- 2) provide support to **colleagues** to check that health, safety, and security procedures are followed at all times
- 3) use **personal protective equipment** correctly
- 4) identify promptly health and safety hazards and security issues
- 5) take immediate action to prevent injury, theft, or damage, and give priority to the protection of people over organisational performance
- 6) respond to incidents affecting health, safety, and security by using the appropriate **safety equipment** and carrying out the safety procedures specified by the organisation
- 7) identify when it is necessary to evacuate the workplace, and use the approved escape routes and assembly points
- 8) report accidents and near misses to the appropriate people and record them in the appropriate electronic or manual information systems within the limits of your authority
- 9) comply with the organisation's procedures and all relevant **legal, safety and operating requirements** relating to health and safety

You will know and understand:

- a) legislation, regulations, and **organisational procedures** that apply to health and safety in the workplace
- b) responsibilities of all workers for health, safety, and security
- c) specific role responsibilities of colleagues for health, safety, and security
- d) **personal protective equipment** that should be used for different activities, and how to use it correctly
- e) types of health, safety, and security issues that could occur
- f) **safety equipment** and procedures that should be used for different types of incident
- g) accident and emergency procedures of the organisation, including individual roles and responsibilities
- h) alarm systems and procedures for contacting the emergency services
- i) location of the approved escape routes and assembly points
- j) your responsibilities for reporting accidents and emergencies
- k) roles and responsibilities of different colleagues
- l) the relevant **legal, safety and operating requirements** relating to health and safety

Unit SfL 15 Maintain health and safety in logistics operations

Glossary/examples

Personal Protective Equipment (PPE): high visibility vests, hard hats, protective clothing, eye protection, gloves

Colleagues: permanent, temporary, agency staff

Safety equipment: cages, chains, cut off switches, isolators, signs, PPE, walkways

Legal, safety and operating requirements safety regulations, codes of practice, load restrictions, working time directive, transport regulations

Unit SfL 35 Ensure compliance with legal, regulatory, ethical and social requirements (MSC B8)

What this standard is about

This standard is about complying with legal, regulatory, ethical and social requirements. It involves acting responsibly in relation to colleagues, customers, investors and the communities in which you work. It covers working within specific regulations for their industry and ethical frameworks.

Who this standard is for

This standard is relevant to those with responsibility for team management in logistics operations. They could be working, for example in warehousing and storage, transport, or freight forwarding.

Unit Sfl 35 Ensure compliance with legal, regulatory, ethical and social requirements (MSC B8)

You will be able to:

- 1) obtain information from suitable sources on the current organisational and operational procedures
- 2) make sure relevant people have a clear understanding of the policies and procedures and the importance of putting them into practice
- 3) monitor the way policies and procedures are put into practice and provide support
- 4) encourage a climate of openness about meeting and not meeting the requirements
- 5) identify and correct any failures to meet the requirements
- 6) identify reasons for not meeting requirements and adjust the policies and procedures to reduce the likelihood of failures in the future
- 7) provide full reports about any failures to meet the requirements to the relevant stakeholders
- 8) recognise changes in circumstances promptly and adjust plans and activities accordingly
- 9) make time available to support others
- 10) give feedback to others to help them improve their performance
- 11) identify and raise ethical concerns
- 12) identify potential risks
- 13) make appropriate information and knowledge available promptly to those who need it and have a right to it
- 14) encourage others to share information and knowledge within the constraints of confidentiality
- 15) show sensitivity to stakeholders needs and manage these effectively

You will know and understand:

- a) methods of monitoring developments in legislation and regulations
- b) the importance of having an ethical and value-based approach to governance and how to put this into practice
- c) relevant organisational and operational procedures
- d) the organisations approach to current and emerging social attitudes to management and leadership practice and the importance of being sensitive to these
- e) regulatory, ethical and operational requirements both national and international
- f) procedures to follow if you do not meet the requirements
- g) ways in which other organisations deal with current and emerging social concerns and expectations
- h) the culture and values of your organisation and what effect they have on corporate governance
- i) policies and procedures that make sure people meet the requirements
- j) the processes for maintaining the relevant policies and procedures and making sure they continue to be effective and sustainable
- k) the different ways in which people may not meet the requirements and the risks of these actually happening
- l) the procedures for dealing with people who do not meet the requirements, including requirements for reporting

Unit SfL 36 Schedule logistics operations to meet customers requirements

What this standard is about

This standard is about identifying the type of operation required and producing schedules to meet the customer's needs. It covers the requirements for good planning, scheduling methods and resolving problems with the schedule.

Who this standard is for

This standard is relevant to all operatives at every level in logistics operations. Operatives could, for example, be working in warehousing and storage, transport, or freight forwarding.

Unit Sfl 36 Schedule logistics operations to meet customer requirements

You will be able to:

- 1) confirm the logistics operations that are required to meet the needs of **customers**
- 2) agree with **customers** the timings and deadlines for the provision of the logistics operations
- 3) apply the scheduling methods and tools used in the organisation according to organisational procedures
- 4) determine the logistics **resources** and sequence of tasks required to provide the logistics operations
- 5) review all relevant factors and risks that could affect the **schedule**
- 6) plan the logistics operations to ensure that the supply chain continues to function effectively
- 7) monitor the provision of logistics operations against the **schedule**
- 8) identify **problems with the schedule**, and take the appropriate action to deal with them
- 9) record work according to organisational procedures
- 10) comply with the organisation's procedures and all relevant **legal, safety and operating requirements** relating to scheduling of logistic operations

You will know and understand:

- a) methods and tools used for scheduling
- b) factors that need to be taken into account when scheduling
- c) activities that need to be undertaken
- d) problems that could occur
- e) organisational procedures relating to health, safety, and logistics operations
- f) sources of information on organisational procedures
- g) regulatory bodies and their compliance requirements
- h) roles, responsibilities, and management systems
- i) working practices, operating procedures, guidelines, and codes of practice
- j) information systems and communication methods used by the organisation
- k) what the relevant **legal, safety and operating requirements** are relating to scheduling of logistic operations

Unit SfL 36 Schedule logistics operations to meet customer requirements

Glossary/examples

Schedule : a plan of activities or tasks

Problems with the schedule: availability of stock, availability of transport, delays due to route, unrealistic timings, lack of information, missing documentation

Resources: stock control system, warehouse management systems, documentation, transport types, manpower, lifting and handling equipment, route planning tools, computer software

Customers: internal, external

Legal, safety and operating requirements safety regulations, codes of practice, load restrictions, working time directive, transport regulations

Unit SfL 37 Optimise the use of logistics resources

What this standard is about

This standard is about identifying the appropriate resources, and planning how to use them. It is about monitoring resource use to improve performance.

Who this standard is for

This standard is relevant to operatives in logistics operations. Operatives could, for example, be working in warehousing and storage, transport, or freight forwarding.

Unit Sfl 37 Optimise the use of logistics resources

You will be able to:

- 1) identify the availability and demand for logistics **resources** in the organisation
- 2) identify the level and type of **resources** used for the logistics operations
- 3) identify factors which could affect the use of logistics **resources**
- 4) determine how the logistics **resources** could be used more effectively and efficiently
- 5) plan the use of logistics **resources** to achieve a suitable balance of usage and performance
- 6) monitor the use of logistics **resources** to identify any positive or negative effects on the environment
- 7) identify ways of improving or developing the used logistics **resources**
- 8) record work according to organisational procedures
- 9) comply with the and all relevant **legal, safety and operating requirements** relating to the use of logistics resources

You will know and understand:

- a) types of **resources** used in specific logistics operations
- b) the factors that could affect the use of **resources**
- c) methods for optimising **resources**
- d) the types of problem associate with the use of different types of **resources**
- e) legislation and regulations relating to health, safety, and logistics operations
- f) sources of information on legislation and regulations
- g) regulatory bodies and their compliance requirements
- h) roles, responsibilities, and management systems
- i) working practices, operating procedures, guidelines, and codes of practice
- j) information systems and communication methods used by the organisation
- k) what the relevant **legal, safety and operating requirements** relating to the use of logistics resources

Unit SfL 37 Optimise the use of logistics resources

Glossary/examples

Resources: stock control systems, warehouse management systems, documentation, transport types, manpower, lifting and handling equipment, route planning tools, computer software

Legal, safety and operating requirements safety regulations, codes of practice, load restrictions, working time directive, transport regulations

Unit SfL 38 Respond to problems in logistics operations

What this standard is about

This standard is about using previous experience to deal with problems, identifying the most appropriate response and monitoring its effect.

Who this standard is for

This standard is aimed at operatives in logistics operations. Operatives could, for example, be working in warehousing and storage, transport, or freight forwarding.

Unit Sfl 38 Respond to problems in logistics operations

You will be able to:

- 1) develop procedures for identifying and resolving **problems** with logistics operations
- 2) review problems that have previously occurred and the factors that have led to them
- 3) assess the impact of the problem on the logistics operations, and how people and organisations will respond to them
- 4) identify the activities and **resources** required to respond to the problem
- 5) inform all relevant people of the contingency plans, and provide advice and guidance on their implementation
- 6) obtain feedback from **colleagues** on the use of the contingency plans
- 7) review the effectiveness of the contingency plans at suitable opportunities
- 8) record work according to organisational procedures
- 9) comply with the organisation's procedures and all relevant **legal, safety and operating requirements** relating to the development of contingency plans

You will know and understand:

- a) types of problems that can occur with different logistics operations
- b) factors that could lead to problems
- c) contingency planning methods
- d) risk assessment methods that are used
- e) how to resolve typical problems
- f) organisational procedures relating to health, safety, and logistics operations
- g) sources of information on organisational procedures
- h) regulatory bodies and their compliance requirements
- i) roles, responsibilities, and management systems
- j) communication methods used by the organisation
- k) what the relevant **legal, safety and operating requirements** are relating to the development of contingency plans

Unit SfL 38 Respond to problems in logistics operations

Glossary/examples

Problems: availability of stock, availability of transport, delays due to route, unrealistic timings, lack of information, missing documentation, breakdowns, accidents

Colleagues: permanent, temporary, agency staff

Resources: stock control systems, warehouse management systems, documentation, transport types, manpower, lifting and handling equipment, route planning tools, computer software

Legal, safety and operating requirements safety regulations, codes of practice, load restrictions, working time directive, transport regulations

Unit SfL 39 Apply technology in logistics operations

What this standard is about

This standard is about using technology effectively and efficiently. It includes checking that colleagues know how to use technology and identifying possible improvements in the use of technology.

Who this standard is for

This standard is aimed at operatives in logistics operations. Operatives could for example, be working in warehousing and storage, transport, or freight forwarding.

Unit SfL 39 Apply technology in logistics operations

You will be able to:

- 1) ensure that **technology** is applied efficiently and effectively during logistics operations
- 2) follow specified maintenance schedules according to manufacturers' and organisational procedures
- 3) check that **colleagues** using the **technology** understand its use and are competent in its operation
- 4) monitor colleagues to ensure that the **technology** is used safely in a way that is approved by the organisation
- 5) identify and respond to any training needs associated with the use of the **technology**
- 6) identify ways in which the **technology** has improved logistics operations, and recommend any further potential improvements
- 7) devise effective ways of responding to failures in the **technology**
- 8) identify any **issues** arising from the use of the **technology** and take the appropriate action to respond to them
- 9) record work according to organisational procedures
- 10) comply with the organisation's procedures and all relevant **legal, safety and operating requirements** when applying technology

You will know and understand:

- a) equipment and systems that are available
- b) latest technological advances
- c) implications of changes in **technology**
- d) legislation and regulations relating to health, safety, and logistics operations
- e) sources of information on legislation and regulations
- f) regulatory bodies and their compliance requirements
- g) roles, responsibilities, and management systems
- h) working practices, operating procedures, guidelines, and codes of practice
- i) information systems and communication methods used by the organisation
- j) what the relevant **legal, safety and operating requirements** when applying technology

Unit Sfl 39 Apply technology in logistics operations

Glossary/examples

Technology: stock control systems, warehouse management systems, lifting and handling equipment, route planning tools, computer software

Issues: lack of training, malfunction, repair programs,

Colleagues: permanent, temporary, agency staff

Legal, safety and operating requirements safety regulations, codes of practice, load restrictions, working time directive, transport regulations

Unit SfL 40 Improve performance in logistics operations

What this standard is about

This standard is about identifying areas for improving performance in logistics operations, and consulting colleagues to assess and evaluate the impact of those improvements in the operation.

Who this standard is for

This standard is aimed at operatives in logistics operations. Operatives could, for example, be working in warehousing and storage, transport, or freight forwarding.

Unit SfL 40 Improve performance in logistics operations

You will be able to:

- 1) obtain valid and reliable information on performance in logistics operations
- 2) identify potential **areas for improvement**, and agree with **colleagues** the need for improving them
- 3) assess potential **improvement methods** that would be appropriate for the organisation and its logistics operations
- 4) recommend the most suitable methods for improving performance in logistics operations
- 5) identify the success criteria that can be used to evaluate the effect of applying the **improvement methods**
- 6) monitor the effects of applying the **improvement methods** over a suitable period of time
- 7) evaluate the effect on quality of applying the **improvement methods**
- 8) identify any **problems with applying improvement methods**, and take the appropriate action to deal with them
- 9) record work according to organisational procedures
- 10) comply with the organisation's procedures and all relevant **legal, safety and operating requirements** for improving performance

You will know and understand:

- a) sources of information on **improvement methods**
- b) improvement approaches and methods that are used in industry
- c) improvement methods used in the organisation
- d) methods for evaluating **improvement methods**
- e) advantages and disadvantages of different methods
- f) organisational procedures relating to health, safety, and logistics operations
- g) sources of information on organisational procedures
- h) regulatory bodies and their compliance requirements
- i) roles, responsibilities, and management systems
- j) information systems and communication methods used by the organisation
- k) what the relevant **legal, safety and operating requirements** are for improving performance

Unit SfL 40 Improve the performance of logistics operations

Glossary/examples

Colleagues: permanent, temporary, internal, external

Areas for improvement: processes, working methods, working practices

Improvement methods: technology, mechanical equipment, staffing, training, workstation design, procedural

Problems with applying: impact on other departments/activities, cost, training needs, staffing

Legal, safety and operating requirements safety regulations, codes of practice, load restrictions, working time directive, transport regulations

Unit SfL 4I Minimise the environmental impact of logistics operations

What this standard is about

This standard is about monitoring the environmental impact of the logistics operation and identifying ways to minimise that impact. It deals with utilising energy and materials more efficiently

Who this standard is for

This standard is aimed at operatives in logistics operations. Operatives could, for example, be working in warehousing and storage, transport, or freight forwarding.

Unit SfL 4I Minimise the environmental impact of logistics operations

You will be able to:

- 1) implement and promote the organisation's environmental policy
- 2) monitor the use of energy and materials to deliver logistics operations
- 3) identify the effects on the **environment** of logistics operations
- 4) assess the environmental risks of specific logistics operations before they are undertaken
- 5) identify ways to reduce any adverse effects on the **environment**
- 6) identify ways to use energy and material more effectively and efficiently
- 7) dispose of or recycle surplus materials according to organisational procedures
- 8) brief visitors and subcontractors of their environmental responsibilities when dealing with the organisation
- 9) suggest ways to minimise the **environmental impact** of logistics operations
- 10) record work according to organisational procedures
- 11) comply with the organisation's procedures and all relevant **legal, safety and operating requirements** when monitoring the environmental impact of operations

You will know and understand:

- a) environmental protection measures used in organisations
- b) systems to assess environmental impact
- c) environmental issues affecting the logistics industry
- d) organisation's environmental policy
- e) recycling and disposal of surplus materials
- f) legislation and regulations applying to the disposal of surplus materials
- g) legislation and regulations relating to health, safety, and logistics operations
- h) sources of information on legislation and regulations
- i) regulatory bodies and their compliance requirements
- j) roles, responsibilities, and management systems
- k) working practices, operating procedures, guidelines, and codes of practice
- l) information systems and communication methods used by the organisation
- m) what the relevant **legal, safety and operating requirements** when monitoring the environmental impact of operations

Unit SfL 4I Minimise the environmental impact of logistics operations

Glossary/examples

Environment: the natural environment, i.e. land, air and water

Environmental impact: any change to the environment resulting from an organisation's activities, products or services

Legal, safety and operating requirements safety regulations, codes of practice, load restrictions, working time directive, transport regulations

Unit SfL 42 Provide leadership for your team (MSC B5)

What this standard is about

This standard is about providing direction to the members of your team and motivating and supporting them to achieve the objectives of the team and their personal work objectives.

Who this standard is for

This standard is relevant to those with responsibility for team management in logistics operations. They could be working, for example in warehousing and storage, transport, or freight forwarding.

Unit SfL 42 Provide leadership for your team (MSC B5)

You will be able to:

- 1) set out and positively communicate the purpose and objectives of the team to all members
- 2) involve members in planning how the team will achieve its objectives
- 3) ensure that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives
- 4) encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved
- 5) win, through your performance, the trust and support of the team for your leadership
- 6) steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team
- 7) encourage and recognise creativity and innovation within the team
- 8) give team members support and advice when they need it especially during periods of setback and change
- 9) motivate team members to present their own ideas and listen to what they say
- 10) encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead
- 11) monitor activities and progress across the team without interfering

You will know and understand:

- a) different ways of communicating effectively with members of a team
- b) how to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound)
- c) how to plan the achievement of team objectives and the importance of involving team members in this process
- d) the importance of and being able to show team members how personal work objectives contribute to achievement of team objectives
- e) that different styles of leadership exist
- f) how to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievements
- g) types of difficulties and challenges that may arise, including conflict, diversity and inclusion issues within the team, and ways of identifying and overcoming them
- h) the importance of encouraging others to take the lead and ways in which this can be achieved
- i) the benefits of and how to encourage and recognise creativity and innovation within a team

Industry/sector specific knowledge and understanding:

- j) legal, regulatory and ethical requirements in the industry/sector

Unit SfL 42 Provide leadership for your team (MSC B5)***Behaviours which underpin effective performance:***

- 1) you create a sense of common purpose
- 2) you take personal responsibility for making things happen
- 3) you encourage and support others to take decisions autonomously
- 4) you act within the limits of your authority
- 5) you make time available to support others
- 6) you show integrity, fairness and consistency in decision-making
- 7) you seek to understand people's needs and motivations
- 8) you model behaviour that shows respect, helpfulness and co-operation

Context specific knowledge and understanding:

- k) the members, purpose, objectives and plans of your team
- l) the personal work objectives of members of your team
- m) the types of support and advice that team members are likely to need and how to respond to these
- n) standards of performance for the work of your team

Unit SfL 43 Allocate and check work in your team (MSC D5)

What this standard is about

This standard is about ensuring that the work required of your team is effectively and fairly allocated amongst team members. It also involves checking on the progress and quality of the work of team members to ensure that the required level or standard or performance is being met.

Who this standard is for

This standard is relevant to those with responsibility for team management in logistics operations. They could be working, for example in warehousing and storage, transport, or freight forwarding.

Unit Sfl 43 Allocate and check work in your team (MSC D5)

You will be able to:

- 1) confirm the work required of the team with your manager and seek clarification, where necessary, on any outstanding points and issues
- 2) plan how the team will undertake its work, identifying any priorities or critical activities and making best use of the available resources
- 3) allocate work to team members on a fair basis taking account of their skills, knowledge and understanding, experience and workloads and the opportunity for development
- 4) brief team members on the work they have been allocated and the standard or level of expected performance
- 5) recognise and seek to find out about differences in expectations and working methods of any team members from a different country or culture and promote ways of working that take account of their expectations and maximise productivity
- 6) encourage team members to ask questions, make suggestions and seek clarification in relation to the work they have been allocated
- 7) check the progress and quality of the work of team members on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback
- 8) support team members in identifying and dealing with problems and unforeseen events
- 9) motivate team members to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion
- 10) monitor the team for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively

- 11) identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with team members
- 12) recognise successful completion of significant pieces of work or work activities by team members and the overall team and advise your manager
- 13) use information collected on the performance of team members in any formal appraisal of performance

Behaviours which underpin effective performance:

- 1) you make time available to support others
- 2) you clearly agree what is expected of others and hold them to account
- 3) you prioritise objectives and plan work to make best use of time and resources
- 4) you state your own position and views clearly and confidently in conflict situations
- 5) you show integrity, fairness and consistency in decision-making
- 6) you seek to understand people's needs and motivations
- 7) you take pride in delivering high quality work
- 8) you take personal responsibility for making things happen
- 9) you encourage and support others to make the best use of their abilities
- 10) you are vigilant for possible risks and hazards

Knowledge (see next page)

Unit Sfl 43 Allocate and check work in your team (MSC D5)

You will know and understand:

- a) different ways of communicating effectively with members of a team
- b) the importance of confirming/clarifying the work required of the team with your manager and how to do this effectively
- c) how to plan the work of a team, including how to identify any priorities or critical activities and the available resources
- d) how to identify sustainable resources and ensure their effective use when planning the work of a team
- e) how to identify and take due account of health and safety issues in the planning, allocation and checking of work
- f) why it is important to allocate work across the team on a fair basis and how to do so.
- g) why it is important to brief team members on the work they have been allocated and the standard or level of expected performance and how to do so
- h) the values, ethics, beliefs, faith, cultural conventions, perceptions and expectations of any team members from a different country or culture and how your own values, ethics, beliefs, faith, cultural conventions, perceptions and expectations use of language, tone of voice and body language may appear to them
- i) ways of encouraging team members to ask questions and/or seek clarification and make suggestions in relation to the work which they have been allocated
- j) effective ways of regularly and fairly checking the progress and quality of the work of team members
- k) how to provide prompt and constructive feedback to team members
- l) how to select and apply a limited range of different methods for motivating, supporting and encouraging team members to complete the work they have been allocated, improve their performance and for recognising their achievements
- m) the additional support and/or resources which team members might require to help them complete their work and how to assist in providing this
- n) why it is important to monitor the team for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively
- o) how to take account of diversity and inclusion issues when supporting and encouraging team members to complete the work they have been allocated
- p) why it is important to identify unacceptable or poor performance by members of the team and how to discuss the cause(s) and agree ways of improving performance with team members
- q) the type of problems and unforeseen events that may occur and how to support team members in dealing with them
- r) how to log information on the ongoing performance of team members and use this information for performance appraisal purposes. and understanding

Industry/sector specific knowledge and understanding:

- s) industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work
- t) industry/sector requirements for the development or maintenance of knowledge, understanding and skills

Unit Sfl 43 Allocate and check work in your team (MSC D5)***Context specific knowledge and understanding:***

- u) the members, purpose and objectives of your team
- v) the work required of your team
- w) the available resources for undertaking the required work
- x) the organisation's written health and safety policy statement and associated information and requirements
- y) your team's plan for undertaking the required work
- z) the skills, knowledge and understanding, experience and workloads of team members
- aa) your organisation's policy and procedures in terms of personal development
- bb) reporting lines in the organisation and the limits of your authority
- cc) organisational standards or levels of expected performance
- dd) organisational policies and procedures for dealing with poor performance
- ee) organisational grievance and disciplinary policies and procedures
- ff) organisational performance appraisal systems

Unit SfL 68 Arrange the transportation of goods using multiple transport modes

What this standard is about

This standard is about the use of different transport modes. It deals with identifying the best or most cost effective mode of transport and providing clear instructions and information to colleagues and service providers. It involves obtaining information, identifying and resolving problems and completing reports and records.

Who this standard is for

This standard is relevant to those with responsibility for team management in logistics operations. They could be working, for example in warehousing and storage, transport, or freight forwarding.

Unit SfL 68 Arrange the transportation of goods using multiple transport modes

You will be able to:

- 1) review all relevant **transportation instructions** and **details of the goods** being transported
- 2) assess the advantages and disadvantages of the transport methods that could be used
- 3) determine the most suitable combination of **transport modes** for the goods
- 4) provide service providers with all the information required to successfully transport the goods
- 5) ensure that instructions are clear, concise, and are provided in the correct **documentation** and systems
- 6) ensure that any **special requirements** or instructions are clearly specified
- 7) provide the relevant people with instructions on marking and labelling the goods
- 8) obtain information on how to monitor the transportation of goods
- 9) identify any **problems with arranging transportation**, and take the appropriate action to deal with them
- 10) report work activities and record them in the appropriate information systems according to organisational procedures
- 11) comply with all relevant work and safety legislation, regulations, standards and organisational procedures

You will know and understand:

Transport modes

- a) advantages and disadvantages of different transport methods and modes
- b) types of vehicles used in different transport modes
- c) organisational procedures for different transport modes
- d) restrictions on the use of different transport modes
- e) major routes, transport hubs, and destinations

Freight systems, procedures, and documentation

- f) role of different organisations and agencies in moving freight
- g) systems and procedures used by customers, suppliers, official, and regulatory bodies
- h) documentation required for different types of goods, transport methods, and transit routes
- i) level and type of information that is required for different types of documentation
- j) trade terms and international standards for freight carriage, insurance, and costs (INCOTERMS)

Legislation and regulations

- k) sources of information on organisational procedures
- l) legislation and regulations that apply to health, safety, and own area of responsibility
- m) legislation and regulations for different types of goods, transport modes, and international trade
- n) regulatory bodies and their compliance requirements

Organisational procedures

- o) reporting responsibilities and information systems used by the organisation for specific work activities
- p) working practices, operating procedures, guidelines and codes of practice
- q) roles and responsibilities of different colleagues

Unit Sfl 68 Arrange the transportation of goods using multiple transport modes

Glossary/examples

Colleagues: permanent, temporary, internal, external

Problems: availability of stock, availability of transport, delays due to route, unrealistic timings, lack of information, missing documentation, breakdowns, accidents

Customers: internal, external

Transport modes: aviation, rail, road, sea, waterway

Skills for
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