# National
## Occupational Standards

INVESTORS IN PEOPLE

# Traffic
## Office (2010)

# Skills for
# Logistics

## 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 organisation

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 12 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

o) 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 being able to identify and reduce risks to self and colleagues. It covers the use of personal protective equipment and how to follow procedures for evacuating logistics 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 45 Identify suitable collection and delivery points

## What this standard is about

This standard is about identifying suitable collection and delivery points.  It includes gathering information in regard to health, safety and environmental issues, facilities required or available for loading or unloading and access to sites.

## 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 45 Identify suitable collection or delivery points

### You will be able to:

1) identify and confirm the requirements and constraints of the load to be moved

2) establish a point of contact where collection or delivery point details can be obtained

3) obtain information on the physical access and security requirements of the collection or delivery points

4) obtain information on the health, safety and any environmental issues relating to the collection or delivery points

5) obtain information on the relevant legislation, regulation and codes of practice that may effect collection or delivery points

6) determine any limitations or restrictions relevant to the accessibility of the collection and delivery points

7) record and communicate the conclusions on the accessibility of the collection or delivery points with relevant personnel

8) obtain information on the physical loading or unloading facilities available at collection or delivery points relevant to the load and vehicle

9) confirm the loads and determine the suitability of the delivery or collection point

10) identify and source any specialist equipment for loading and unloading of loads

11) agree appropriate action with the relevant personnel to resolve any problems with the facilities at the collection or delivery points

12) comply with organisation's procedures and all relevant **legal, safety and operating requirements**

### You will know and understand:

a) the type and characteristics of the load to be moved

b) types of vehicles suitable for carrying different loads

c) the relevant legislation, regulation and codes of practice for safe access to and from collection and delivery points e.g. road traffic acts and out-of-hours loading

d) sources for information relating to health, safety and environmental issues

e) recording and documentation procedures

f) methods of communication e.g. oral, written, electronic

g) the type of facilities required for the loading and unloading

h) source and point of contact for information on the loading and unloading facilities

i) the relevant legislation, regulation and codes of practice for safe loading or unloading of vehicles

j) types and sources for specialist equipment

k) the relevant **legal, safety and operating requirements** relating to collection and delivery points

## Unit SfL 45 Identify suitable collection and delivery points

### Glossary/examples

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

## Unit SfL 46 Routing and scheduling of loads

## What this standard is about

This standard is about gathering all of the information required for routing and scheduling. It involves collating information in regard to timings and destinations of consignments and the type of vehicle required to carry the goods.

## 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 46 Routing and scheduling of loads

### You will be able to:

1) identify each consignment and obtain details of time and destination for delivery of the loads.

2) collate consignments and identify all sorting parameters relevant to the delivery or collection of the loads

3) confirm the method of transport and the types of vehicles and equipment to be used

4) consolidate or breakdown consignments into optimum loads taking into account the driver and vehicle operating parameters

5) record and communicate information on the load to the appropriate personnel

6) take appropriate action to resolve any problems with the consolidation of consignments or the breaking down into loads

7) identify and report any consignments that cannot be consolidated or broken down into loads

8) confirm the load and type of vehicle

9) prioritise and optimise delivery and collection schedule to meet **customer** requirements

10) comply with organisation's procedures and all relevant **legal, safety and operating requirements**

### You will know and understand:

a) the type of load and characteristics of the consignment to be moved

b) types of vehicles to be used for carrying different loads

c) different modes of transport

d) limitations of routes, vehicles, equipment and drivers

e) vehicle weights and dimensions

f) methods of load distribution

g) typical sorting parameters e.g. destination, delivery window, physical environment and the characteristics of the consignments

h) environmental economy and efficiency issues relating to the load and the vehicle

i) relevant legislation, regulation and codes of practice

j) documentation systems and procedures

k) operational and organisational procedures when resolving problems

l) sources for information relating to health, safety and environmental issues

m) sources of routing information

n) time destination, delivery and collection schedules

o) operational and organisational procedures for dealing with loads that cannot be routed and scheduled

p) recording and documentation procedures

q) the relevant **legal, safety and operating requirements** relating to the routing and scheduling of loads

## Unit SfL 46 Routing and scheduling of loads

### Glossary/examples

**Customer(s):** Internal and external

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

## Unit SfL 47 Release vehicles for daily tasks

## What this standard is about

This standard is about releasing vehicles for daily tasks.  It involves checking that all pre-journey routines have been completed and that an appropriate driver has been allocated.

## 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 47 Release vehicles for daily tasks

### *You will be able to:*

1) obtain and confirm the details of the loads to be delivered

2) confirm the routing and scheduling information for transporting the loads

3) select and allocate the driver, vehicle and equipment for transporting the loads

4) maintain records of the driver, vehicle and equipment allocated for transporting the loads

5) communicate, agree and record any actions taken to resolve problems with the allocation of resources

6) authorise the use of the resources with any necessary information or documentation

7) issue any consignment documents or proof of delivery notes

8) comply with the organisation's procedures and all relevant **legal, safety and operating requirements** relating to releasing the vehicle

### *You will know and understand:*

a) the type of load and characteristics of the consignment to be moved

b) different modes of transport

c) types of vehicles and equipment used for carrying different loads

d) skills and qualifications of driver personnel

e) the relevant legislation, regulations and codes of practice in relation to the allocation of resources:- e.g. drivers hours and licence regulations, vehicle operators licensing requirements and environmental operating procedures

f) route, destination, delivery and collection schedules

g) documentation systems and procedures

h) relevant health, safety and environmental issues

i) methods of communication e.g. oral, written, electronic

j) what the relevant **legal, safety and operating requirements** relating to releasing the vehicle

## Unit SfL 47 Release vehicles for daily tasks

### Glossary/examples

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

## Unit SfL 48 Produce costings for freight transport

## What this standard is about

This standard is about producing costings for freight transport. It involves identifying points of contact, collection and/or delivery points and driver or vehicle requirements. It deals with any special requirements in regard to care of the load during transport and the loading and unloading of the vehicle.

## 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 48 Produce costings for freight transport

### *You will be able to:*

1) establish a point of contact where job details can be obtained

2) confirm the collection and delivery point details to determine the distance and other associated costs or implications

3) identify and confirm the operational requirements and any constraints of consignments to be moved

4) identify the driver and vehicle requirements for carrying out the transportation of the load in accordance with relevant legislation, regulations and codes of practice

5) obtain information on the physical loading or unloading facilities available at collection or delivery points relevant to the load and vehicle

6) identify any specialist equipment required for loading and unloading

7) obtain information on the health, safety and environmental issues relating to the movement of the consignment

8) collate and record the information obtained to prepare the **costing**

9) comply with the organisation's procedures and all relevant **legal, safety and operating requirements**

### *You will know and understand:*

a) source and point of contact for information on the movement of loads

b) the type of load and characteristics of the consignment to be moved

c) different modes of transport

d) types of vehicles to be used for carrying different loads and how these may effect the **costing** of the job

e) the type of facilities required for loading and unloading

f) types of specialist equipment and its source

g) sources for information relating to health, safety and environmental issues

h) relevant legislation, regulation and codes of practice

i) operational and organisational procedures

j) recording and documentation procedures

k) constraints and conditions relating to the movement of loads

l) costs and their fluctuations

m) terms and conditions for transporting loads

n) recording and documentation procedures

o) methods of communication e.g. oral, written, electronic

p) what the relevant **legal, safety and operating requirements** relating to producing costings

## Unit SfL 48 Produce costings for freight transport

### Glossary/examples

**Costings:  calculations of the cost to the logistics operation, of moving goods by road transport,**

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

## Unit SfL 49 International road transport operations

## What this standard is about

This standard is about international road transport operations.  It deals with obtaining information in regard to vehicle, load driver requirements in order to produce documentation for the movement of loads outside of the United Kingdom.  It involves recording and communicating information and documentation to relevant personnel.

## 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 49 International road transport operations

### You will be able to:

1) obtain the relevant information concerning the loads to be transported into and out of the United Kingdom

2) determine the information for the driver, vehicle and load requirements relating to the international movement of goods

3) confirm the relevant legislation, regulation and codes of practice for the international movement of loads

4) obtain the appropriate documentation for international movements

5) record and communicate the information on the international movement of loads

6) confirm the allocation of resources for international movements

7) issue instructions and relevant documentation relating to international movements to the relevant personnel

8) advise the relevant personnel of the movement of the load

9) ensure the movement is in compliance with relevant legislation, regulation and codes of practice for the international movement of loads

10) monitor movements and maintain records

11) take appropriate actions to resolve any problems with the international operations

12) comply with the organisation's procedures and all relevant **legal, safety and operating requirements**

### You will know and understand:

a) sources of relevant information and documentation for international movements

b) relevant international legislation, regulation and codes of practice

c) the type of load and characteristics of the consignment to be moved

d) different modes of transport

e) types of vehicles to be used for carrying different loads and how these may effect the costing of the job

f) skills and qualifications of driver personnel

g) the legislation, regulations and codes of practice in relation to the allocation of resources:- e.g. drivers hours and licence regulations, vehicle operators licensing requirements and environmental operating procedures

h) relevant operational and organisational procedures

i) recording and documentation procedures

j) methods of communication e.g. oral, written, electronic

k) driver, vehicle and equipment resources and their allocation

l) what the relevant **legal, safety and operating requirements** relating to international road freight operations

## Unit SfL 49 International road transport operations

### Glossary/examples

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

## Unit SfL 50 Manage your own resources and professional development (MSC A2)

## What this standard is about

This standard is about managing your personal resources and your professional development. It involves you understanding your work role and how it fits into the overall vision and objectives of the organisation. It deals with identifying and addressing gaps in your skills and knowledge and understanding.

## 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 50 Manage your own resources and professional development (MSC A2)

### *You will be able to:*

1) evaluate, at appropriate intervals, the current and future requirements of your work role taking account of the vision and objectives of your organisation

2) consider your values and your career and personal goals and indentify information which is relevant to your work role and professional development

3) discuss and agree personal work objectives with those you report to and how you will measure progress

4) identify the learning styles which work best for you and ensure that you take these into account in identifying and undertaking development activities

5) identify any gaps between the current and future requirements of your work role and your current knowledge, understanding and skills

6) discuss and agree, with those you report to, a development plan to address and identify gaps in your current knowledge, understanding and skills and support your own career and personal goals

7) undertake the activities identified in your development plan and evaluate their contribution to your performance

8) review and update your personal work objectives and development plan in the light of performance, any development activities undertaken and any wider changes

9) get regular and useful feedback on your performance from those who are in a good position to judge it and provide objective and valid feedback

10) ensure that your performance consistently meets or goes beyond agreed requirements

### *You will know and understand:*

a) the principles which underpin professional development

b) the importance of considering your values and career and personal goals and how to relate them to your work role and professional development

c) how to evaluate the current requirements of a work role and how the requirements may evolve in the future

d) how to set work requirements which are smart (specific, measurable, achievable, realistic and time-bound

e) how to identify development needs to address any identified gaps between the requirements of your work role and your current knowledge, understanding and skills

f) what an effective development plan should contain and the length of time it should cover

g) the range of different learning styles and how to identify the style(s) which work(s) best for you

h) the type of development activities that can be undertaken to address identified gaps in your knowledge, understanding and skills

i) how to identify whether/how development activities have contributed to your performance

j) how to update work objectives and development plans in the light of performance, feedback received, any development activities undertaken and any wider changes

k) how to monitor the quality of your work and your progress against requirements and plans

l) how to evaluate your performance against the requirements of your work role

m) how to identify and use good sources of feedback on your performance

## Unit SfL 50 Manage your own resources and professional development (MSC A2)

### Behaviours which underpin effective performance:

1) you address multiple demands without losing focus or energy

2) you recognise changes in circumstances promptly and adjust plans and activities accordingly

3) you priorities objectives and plan work to make best use of time and resources

4) you take personal responsibility for making things happen

5) you take pride in delivering high quality work

6) you show an awareness of your own values, motivations and emotions

7) you agree achievable objectives for yourself and give a consistent and reliable performance

8) you recognise your own strengths and limitations, play to your strengths and use alternative strategies to minimise the impact of your limitations

9) you make best use of available resources and proactively seek new sources of support when necessary

10) you reflect regularly on your own experiences and use these to inform future action

### Industry/sector specific knowledge and understanding:

n) industry/sector requirements for the development or maintenance of knowledge, skills and understanding and continuing professional development

### Context specific knowledge and understanding:

o) the requirements of your work role including the limits of your responsibilities

p) the vision and objectives of your organisation

q) your own values and career and personal goals

r) your personal work objectives

s) your preferred learning style(s)

t) you current knowledge, understanding and skills

u) identified gaps in your knowledge, understanding and skills

v) your personal development plan

w) available development opportunities and resources in your organisation

x) your organisations policy and procedures in terms of personal development

y) the reporting lines in your organisation

z) possible sources of feedback in your organisation

## Unit SfL 51 Develop productive working relationships with colleagues (MSC D1)

## What this standard is about

This standard is about developing working relationships with colleagues, within your own organisation and within other organisations that are productive in terms of supporting and delivering your work and that of the overall organisation.

## 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 51 Develop productive working relationships with colleagues (MSC D1)

### u will be able to:

1) establish working relationships with colleagues who are relevant to the work being carried out

2) recognise, agree and respect the roles and responsibilities of colleagues and, particularly in situations of matrix management, their manager' requirements

3) understand and take account of the priorities, expectations and authority of colleagues in decisions and actions

4) create an environment of trust and mutual respect where you have no authority, or shared authority, over those you are working with

5) understand difficult situations and issues from your colleagues perspective and provide support, where necessary, to move things forward

6) fulfil agreements made with colleagues and let them know

7) advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements

8) identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to work being carried out

9) exchange information and resources with colleagues to make sure that all parties can work effectively

10) provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement

### You will know and understand:

a) the benefits of developing productive working relationships with colleagues

b) the importance of creating an environment of trust and mutual respect where you have no authority, or shared authority, over those you are working with

c) the importance of understanding difficult situations and issues from your colleagues perspective and providing support, where necessary, to move things forward

d) principles of effective communication and how to apply them in order to communicate effectively with colleagues

e) how to identify disagreements with colleagues and the techniques for sorting them out

f) how to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them

g) how to take account of diversity and inclusion issues when developing working relationships with colleagues

h) the importance of exchanging information and resources with colleagues

i) how to get and make use of feedback on your performance from colleagues

j) how to provide colleagues with useful feedback on their performance

### Industry/sector specific knowledge and understanding:

k) regulations and codes of practice that apply in the industry or sector

l) standards of behaviour and performance in the industry or sector

m) working culture of the industry or sector

## Unit SfL 51 Develop productive working relationships with colleagues (MSC D1)

### Behaviours which underpin effective performance:

1) you present information clearly, concisely, accurately and in ways that promote understanding

2) you seek to understand peoples needs and motivations

3) you make time available to support others

4) you clearly agree what is expected of others and hold them to account

5) you work to develop an atmosphere of professionalism and mutual support

6) you model behaviour that shows respect, helpfulness and co-operation

7) you keep promises and honour commitments

8) you consider the impact of your own actions on others

9) you say no to unreasonable requests

10) you show respect for the views and actions of others

### Context specific knowledge and understanding:

n) current and future work being carried out

o) colleagues who are relevant to the work being carried out, their work roles and responsibilities

p) processes within the organisation for making decisions

q) line management responsibilities and relationships within the organisation

r) the organisations values and culture

s) power, influence and politics within the organisation

t) standards of behaviour and performance expected in the organisation

u) information and resources that different colleagues might need

v) agreements with colleagues

## Unit SfL 52 Monitor vehicle movements

## What this standard is about

This standard is about monitoring the vehicle movements.  It involves reacting to any changes impacting on routing or scheduling of the vehicle or load.  It deals with informing relevant personnel of changes and maintaining records.

## 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 52 Monitor vehicle movements**

### *You will be able to:*

1) confirm the routing and scheduling information for vehicles and their loads

2) take action to modify routing and scheduling of vehicles and their loads in response to changes to customer requirements

3) inform the relevant personnel of changes to the routing and scheduling of vehicles and their loads

4) inform **customers** about changes to the routing and scheduling of vehicles and their loads

5) take action in accordance with operational and organisational procedures, in response to problems reported by drivers in relation to their vehicle arising from vehicle breakdowns or traffic

6) take action in response to emergencies or accidents involving the vehicle or its load

7) monitor the progress of vehicles and loads and report to relevant personnel

8) comply with organisation's procedures and all relevant **legal, safety and operating requirements**

### *You will know and understand:*

a) the information in relation to the allocation of resources: e.g. drivers hours and licence regulations, vehicle operators licensing requirements and environmental operating procedures

b) route, destination, delivery and collection schedules

c) relevant health, safety and environmental issues

d) methods and equipment for monitoring the progress of vehicles and their loads

e) limitations of routes, vehicles, equipment and drivers

f) environmental, economy and efficiency issues relating to the load and the vehicle

g) sources of routing information

h) what the relevant **legal, safety and operating requirements** relating to monitoring the vehicle

## Unit SfL 52 Monitor vehicle movements

### Glossary/examples

**Customer(s):** Internal and external

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

## Unit SfL 53 Post journey reports and checks

## What this standard is about

This standard is about completing post journey reports and checks. It deals with checking any documentation, checking the condition of the vehicle and confirming any faults or damage have been reported. In involves dealing with any returned loads and re-tasking or rescheduling of driver or vehicle if required.

## 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 53 Post journey reports and checks

### *You will be able to:*

1) confirm the return of vehicles in accordance with operational and organisational procedures

2) confirm the condition of the vehicle on completion of the schedule

3) take appropriate action if faults or defects are found on the vehicle

4) confirm that documentation and other records relating to the vehicle comply with legal, operational and organisational procedures

5) confirm that documentation and other records relating to the driver comply with legal, operational and organisational procedures

6) re-task or re-schedule vehicles and drivers as a result of the drivers report

7) ensure that return loads are dealt with in accordance with operational and organisational procedures

8) comply with organisation's procedures and all relevant **legal, safety and operating requirements**

### *You will know and understand:*

a) documentation systems and procedures

b) recording and documentation procedures

c) the relevant legislation, regulations and codes of practice in relation to the allocation of resources: e.g. drivers hours and licence regulations, vehicle operators licensing requirements and environmental operating procedures

d) methods of communication e.g. oral, written, electronic

e) relevant health, safety and environmental issues

f) what the relevant **legal, safety and operating requirements** relating to post journey reports and checks

## Unit SfL 53 Post journey reports and checks

### Glossary/examples

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

## Unit SfL 54 Manage the traffic office

## What this standard is about

This standard is about managing the traffic office. It deals with recording feedback, communicating it to relevant people and advising them of likely outcomes. It involves evaluating performance, effectiveness and efficiency to identify trends.

## Who this standard is for

This standard is relevant to those managing or supervising staff engaged in road transport operations. This could relate to warehousing and storage, transport, or freight forwarding.

## Unit SfL 54 Manage the traffic office

### *You will be able to:*

1) plan for the transportation of loads with business colleagues

2) monitor and obtain feedback on the use of resources using relevant communications and information systems

3) take the appropriate action to resolve any operational problems based on resources feedback

4) advise **customers** and relevant personnel of any changes in the resources allocated or the delivery schedules

5) inform the relevant personnel of any problems or issues that cannot be resolved

6) maintain records and adapt any consignment documents or proof of delivery notes to reflect changes

7) collate and verify the feedback information gathered

8) evaluate and review the actual performance against the operational plan

9) evaluate and review the effectiveness and efficiency of completed operations

10) identify patterns or trends in the actual performance to influence future plans

11) formulate an action plan to improve the service

12) propose amendments to the operational and organisational procedures and communicate them to the appropriate personnel

13) comply with the organisation's procedures and all relevant **legal, safety and operating requirements** relating to managing the traffic office

### *You will know and understand:*

a) the type of load and characteristics of the consignment being moved

b) types of vehicles and equipment used for carrying different loads

c) different modes of transport

d) relevant legislation, regulations and codes of practice

e) route, destination, delivery and collection schedules

f) recording and documentation procedures

g) sources for information relating to health, safety and environmental issues

h) methods of communication e.g. oral, written, electronic

i) sources of feedback information

j) operational and organisational review systems and procedures

k) what the relevant **legal, safety and operating requirements** relating to managing the traffic office

## Unit SfL 54 Manage the traffic office

### Glossary/examples

**Customer(s):** Internal and external

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

## Unit SfL 55 Recruit, select and keep colleagues (MSC D3)

## What this standard is about

This standard is about recruiting, selecting and keeping people.  It deals with taking a fair and objective approach to recruitment and selection to ensure that individuals with the required skills, knowledge and understanding, and who are likely to perform effectively, are appointed.  It involves taking action to understand why colleagues are leaving and taking action to keep colleagues.

## Who this standard is for

This standard is relevant to those with responsibility for the selection and supervision of staff in logistics operations.  They could be working, for example in warehousing and storage, transport, or freight forwarding.

## Unit SfL 55 Recruit, select and keep colleagues (MSC D3)

### *You will be able to:*

1) talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving

2) identify ways of addressing staff turnover problems, implementing those which clearly fall within your authority and communicating others to the relevant people for consideration

3) review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills knowledge, understanding and experience

4) identify and review the options for addressing any identified shortfalls and decide on the best option(s) to follow

5) consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit

6) consult with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved

7) ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants

8) seek and make use of specialist expertise in relation to recruiting, selecting and keeping colleagues

9) ensure that any skills needed by the applicant to succeed in the recruitment process are no more than are required to perform the job

10) participate in the recruitment and selection process as agreed, making sure that the process is fair, consistent and effective

11) make sure that the applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues

12) judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvements

### *You will know and understand:*

a) why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively

b) the types of reasons colleagues might give for leaving

c) how to measure staff turnover

d) the causes and effects of high and low staff turnover

e) measures which can be undertaken to address staff turnover problems

f) how to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience

g) how to identify actual skills and avoid stereotyping with regards to skills levels and work ethics

h) different options for addressing identified shortfalls and their associated advantages and disadvantages

i) what job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them

j) different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved

k) different recruitment and selection methods and their associated advantages and disadvantages

l) why it is important to give fair, clear and accurate information on vacancies to potential applicants

m) how cultural differences in language, body language, tone of voice and dress can differ from expectations

n) how to judge whether applicants meet the stated requirements of the vacancy

o) sources of specialist expertise in relation to recruitment, selection and retention

p) how to take account of equality, diversity and inclusion issues, including legislation and any relevant codes of practice, when recruiting  and selecting people and keeping colleagues

q) how to review the effectiveness of recruitment and selection in your area

## Unit SfL 55 Recruit, select and keep colleagues (MSC D3)

### Behaviours which underpin effective performance:

1) you recognise the opportunities presented by the diversity of people

2) you work to turn unexpected events into opportunities rather than threats

3) you try new ways of working

4) you identify peoples information needs

5) you seek to understand peoples needs and motivations

6) you comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes

7) you take and implement difficult and/or unpopular decisions, if necessary

8) you act within the limits of your authority

9) you show integrity, fairness and consistency in decision-making

### Industry/sector specific knowledge and understanding:

r) turnover rates within similar organisations in the industry/sector

s) recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector

t) working culture and practices of the industry/sector

### Context specific knowledge and understanding:

u) current people resources available to your area, including skill, knowledge understanding and experience of colleagues

v) work requirements in your area

w) agree operational plans and changes in your area

x) the staff turnover rate in your area

y) job descriptions and person specifications for confirmed vacancies

z) local employment market conditions

aa) the organisations structure, values and culture

bb) employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions

cc) sources of specialist expertise in relation to recruitment, selection and retention used by your organisation

## Unit SfL 56 Build and manage teams (MSC D9)

## What this standard is about

This standard is about building a team and managing it through its various stages of growth.  It deals with teams set up for a particular project or to carry out a specific task and also teams that are ongoing.

## 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 56 Build and manage teams (MSC D9)

### *You will be able to:*

1) clearly articulate the purpose of the team – what it has to achieve and why a team rather than an individual approach is required

2) identify the diversity of expertise, knowledge, skills and attitudes required to achieve the team purpose

3) identify team members expertise, knowledge, skills and attitudes and agree their particular roles within the team

4) use team selection and development processes to develop any expertise, knowledge, skills and attitudes lacking in the team

5) agree with team members the behaviours that are likely to help the achievement of the team purpose and those that should be avoided because they are likely to hinder progress

6) help team members understand their unique contribution to the team, the contributions expected of fellow team members and how these complement and support each other

7) provide opportunities for team members to get to know each other's strengths and weaknesses and build mutual respect and trust

8) allow time for the team to develop through its stages of growth

9) help the team seize opportunities presented by changes in the team composition and support the introduction of new team members

10) encourage team members to share problems with each other and solve these creatively together

11) encourage open communication between team members, including providing feedback designed to enhance the performance of fellow team members and the team as a whole

12) review the performance of the team at appropriate points and evaluate how well its purpose is being achieved

### *You will know and understand:*

a) the principles of effective communication and how to apply them

b) how to maximise communication when managing remote teams using communications technology (including instant messaging, virtual meetings, conference calls and internet/intranet forums for sharing knowledge)

c) how to identify diversity of expertise, knowledge, skills and attitudes required to achieve the team purpose

d) the importance of selecting team members with the required expertise, knowledge and skills and different personalities so they can play complementary roles within the team, and how to do so

e) the importance of agreeing with team members the behaviours that are likely to help achievement of the team purpose and those that are likely to hinder progress and should be avoided

f) how to help team members to understand their unique contribution to the team purpose, the contributions expected of fellow team members and how these complement and support each other

g) the importance of providing opportunities for team members to get to know each other's strengths and weaknesses and build mutual respect and trust

h) how to encourage team members to get to know each other's strengths and weaknesses and build mutual respect and trust

i) the importance of encouraging open communication between team members, and how to do so

j) how to provide feedback to team members to enhance the performance of fellow team members and the team as a whole

k) the importance of allowing time for the team to develop through its stages of growth (forming, storming, norming, performing), and how to do so

## Unit SfL 56 Build and manage teams (MSC D9)

13) celebrate team and individual successes together, and acknowledge when things go wrong, before refocusing the teams energy on achieving its purpose

14) disband the team if and when its purpose has been achieved and it is no longer required for other purposes

### *Behaviours which underpin effective performance:*

1) you present information clearly, concisely, accurately and in ways that promote understanding

2) you keep people informed of plans and developments

3) you encourage and support others to make best use of their abilities

4) you clearly agree what is expected of others and hold them to account

5) you check individuals commitment to their roles in a specific course of action

6) you create a sense of common purpose

7) you articulate a vision that generates excitement, enthusiasm and commitment

8) you identify and work with people and organisations that can provide support for your work

9) you work to develop an atmosphere of professionalism and mutual support

10) you recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect peoples energy towards a common goal

l) the importance of celebrating team and individual successes together and commiserating together when things go wrong

m) ways of refocusing the teams energy on achieving its purpose

### *Industry/sector specific knowledge and understanding:*

n) industry/sector requirements for building and managing teams

### *Context specific knowledge and understanding:*

o) the purpose of the team and what has to be achieved

p) the required mix of expertise, knowledge and skills to achieve the team purpose

## Unit SfL 57 Help team members address problems affecting their performance (MSC D8)

## What this standard is about

This standard is about helping members of your team address problems affecting their performance.  It deals with work-related problems or problems arising from their personal circumstances.  It involves identifying problems affecting people's performance and discussing these in a timely way with the team members concerned to help them find a suitable solution to their problem.

## 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 57 Help team members address problems affecting their performance (MSC D8)

### *You will be able to:*

1) give team members opportunities to approach you with problems affecting performance

2) identify performance issues and bring these promptly to the attention of the team members concerned

3) discuss problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem

4) gather and check information to accurately identify the problem and its cause

5) discuss the range of alternative courses of action and agree with the team member a timely and effective way of dealing with the problem

6) refer the team member to support services or specialists, where necessary

7) keep a confidential record of your discussions with team members about problems affecting their performance

8) ensure your actions are in line with your organisation's policies for managing people

### *You will know and understand:*

a) the importance of giving team members opportunities to approach you with problems affecting their performance

b) how to encourage team members to approach you with problems affecting their performance

c) the importance of identifying performance issues and bringing these promptly to the attention of the team members concerned

d) the importance of discussing problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem

e) how to gather and check the information you need to identify the problem and its cause

f) the importance of identifying the problem accurately

g) the range of alternative courses of action to deal with the problem

h) the importance of discussing and agreeing with the team member a timely and effective way of dealing with the problem

i) when to refer the team member to support services or specialists

j) the importance of keeping a confidential record of your discussions with team members about problems affecting their performance, and how to do so

k) the importance of ensuring your actions are in line with your organisations policies for managing people and their performance

## Unit SfL 57 Help team members address problems affecting their performance (MSC D8)

### Behaviours which underpin effective performance:

1) you find practical ways to overcome barriers

2) you show empathy with others needs, feelings and motivations and take an active interest in their concerns

3) you make time available to support others

4) you comply with, and ensure others comply with, legal requirements, industry regulations, organisational polices and professional codes

5) you show integrity, fairness and consistency in decision-making

6) you confront performance issues and resolve them directly with the people involved

7) you keep confidential information secure

8) you check the validity and reliability of information

9) you identify the implications or consequences of a situation

### Industry/sector specific knowledge and understanding:

v) industry/sector requirements for helping team members address problems affecting their performance

### Context specific knowledge and understanding:

w) the types of problems your team members may encounter which can affect their performance

x) Your role, responsibilities and limits of authority when dealing with team members' problems

y) the range of support services or specialists that exist inside and outside your organisation

z) your organisations policies for managing people and their performance

# Skills for Logistics

**INVESTORS IN PEOPLE**