



International Trade Operational Manager

Professional standard



Funded by the
Erasmus+ Programme
of the European Union



ESITL
A Netinvet Project

1 Job definition

The Transport and Logistics Operational Manager works in the logistics services sector and manages operations related to freight forwarding at national or international level.

The Transport and Logistics Operational Manager organises, coordinates and monitors freight transport operations by road, rail, air, sea, inland waterways or using multimodal operations in local, regional, national, European (EU) and international markets. He/she may also be required to manage logistics services associated with transport. In a context of globalised trade, the transport and logistics sector is heavily impacted by rapid technological progress and more extensive environmental policies with higher requirements, and is in constant motion in search for innovation. The Transport and Logistics Operational Manager consequently needs to anticipate future evolutions and constantly seek to optimise transport operations using specialised professional software and considering sustainable development requirements to meet the raising demand for green and smart mobility. In view of this need for optimisation, he/she keeps abreast of technical progress regarding both the mobility (vehicles, handling equipment, etc.) and the IT equipment used by his/her organisation. To optimise the profitability of the operations, he/she should moreover demonstrate a good sense of purchasing and selling skills. He/she contributes to the identification of market opportunities and the definition of strategic goals, and implements the decisions taken by the management. Furthermore, he/she coordinates the operations between the different services of the company and/or external partners and clients. In this regard, he/she is responsible for both managing and leading teams.

To succeed in his/her job, the Transport and Logistics Operational Manager is required to have strong transversal competences. He/she must be able to work in a team and under pressure. Regarding the commercial and managerial aspects of his/her position, he/she should be flexible, responsible, and autonomous, and demonstrate leadership skills. Concerning the use of languages, he/she must have a good command of the language(s) used in the working environment and of English. He/she also has a sound knowledge of the economic, legal and professional environment.

2 Types of organisations

The following types of organisations require the services of a Transport and Logistics Operational Manager:

- Freight forwarding companies
- Specialised transport (removal services, transportation under controlled temperatures, transportation of dangerous goods, ...)
- Rental of commercial vehicles
- Industry or distribution companies requiring a coordinator for their transport needs (own account transport or subcontracted transport services)
- Logistics service providers

The Transport and Logistics Operational Manager concerns his/herself with all modes of freight transport: road, rail, air, sea, inland waterways, including multimodal and intermodal operations.

3 Position and role

The role of the Transport and Logistics Operational Manager is becoming increasingly important and key to respond to the growing economic, technological, social, and legal requirements.

His/her role varies significantly depending on the size and objectives of the company that employs him/her. Generally, he/she will have more responsibilities in a small company than in a big group.

In this respect, and depending on the work experience, the position held can range from office clerk to department head or warehouse manager. In general, the Transport and Logistics Operational Manager has a leadership position and manages a team. In most cases, he/she is employed by the company, but as the owner of a VSE/SME, he/she may also have the status of a self-employed person.

Concerning hierarchy, the Transport and Logistics Operational Manager will report directly to the head of the company or to the operations and/or logistics manager in an SME. In a larger company, he/she may report to the operations manager, the logistics manager, the head of transport (at national and international level) or a transport procurement manager, depending on the circumstances.

The roles and positions within the organisation can also vary significantly depending on the professional experience of the Transport and Logistics Operational Manager and the size of the company:

3.1 Young graduates on a first professional experience:

- Transport operator / agent / clerk
- Transport and logistics operational manager / supervisor
- Air/sea/multimodal forwarding agent
- Administrative staff of transport services
- Transport administrator
- Transit coordinator / scheduler
- Charterer / freight forwarder
- Dispatcher
- Customs declaration assistant
- Commercial agent transport services
- After sales service technician
- Warehouse operating assistant
- Loading / unloading docks manager
- etc.

3.2 After some years of work experience:

- Traffic manager
- Head of operations
- Head of transport
- Warehouse or storage facility manager
- Customs officer
- Freight transport operations manager
- Overseas/overland manager
- Transport agency manager / Transport branch manager
- Line manager
- Shipping manager
- Fleet manager
- Consignment manager
- Trade manager
- etc.

A transport and logistics operational manager (EQF level 5) is entitled to create or run a transport company. In this sense, the transport and logistics operational managers can hold the position of Director of a transport company. This is mainly the case in very small or family-run businesses when the younger generation gets access to management positions. However, this pathway doesn't concern most transport and logistics operational managers, which is why this job title is not listed above.

4 Economic, technological, and social environment and perspectives

Technological innovations, changing lifestyles, an increasingly competitive environment as well as new regulations and environmental policies have transformed the transport and logistics (T&L) sector in recent years.

New technologies have a great impact on the transport sector. The integration of information technology and the use of digitalisation concepts (e.g., blockchain, artificial intelligence, automation or robotisation) and tools (e.g., tracking and tracing of operations and goods at any time during the shipment, mapping methods, digital technologies on board of vehicles or dematerialised procedures) are profoundly transforming the sector's jobs. In the coming years, the Transport and Logistics Operational Manager will have to deal with more and more automated vehicles and new ways of transport organisation (e.g., platooning schemes, the movement of trucks in a convoy, connected via Wi-Fi, for a better fuel economy), which will not only influence the organisation of transport itself but also the way of managing the drivers' activity. This fast evolution and permanent flow of information heavily impact the job and require agile data management.

The logistics sector has significantly grown during the last years. Logistics take place in globalised markets and therefore require international strategies. At the same time, the trend towards more sustainable consumption increases the importance of local and inter-regional markets. New consumer trends and the rise of online trade (e-commerce) strongly influence the overall supply chain and transport activities. Clients' expectations are growing regarding delivery times, prices, tailor-made services, and environmentally friendly procedures. In addition, the competition in the sector is intensifying due to the arrival of new actors.

Therefore, transport companies need to adopt a forward-looking approach to adapt both to changing regulations and market expectations. The monitoring of transport news and innovations, the search for innovative B-to-B, B-to-C, and last mile delivery options, as well as the need to rethink transport organisations and schemes have a considerable impact on the conditions under which the profession is practised and will develop during the coming years. As a result, the creation of collaborative platforms and partnerships among transport companies can be considered with the aim to stay competitive, to propose client-oriented services and to reach quality expectations and certifications.

The growing awareness of the dangers of climate change among citizens and the economic world is leading to a greater attention for environmental matters. Global political agendas converge towards 2030 and beyond to decrease the environmental impact of the economy and industry (e.g., the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015). According to the European Commission (EU), transport causes almost a quarter of Europe's

greenhouse gas emissions (GHG) and is the main cause of air pollution in cities. The EU identified three priority areas for action¹:

1. Increasing the efficiency of the transport system by making the most of digital technologies, smart pricing and further encouraging the shift to lower emission transport modes.
2. Speeding up the deployment of low-emission alternative energy for transport (e.g., advanced biofuels, electricity, hydrogen and renewable synthetic fuels).
3. Moving towards zero-emission vehicles.

In this context, new legal and administrative regulations are being adopted (e.g., low-emission zones in city centres). Consequently, sustainable approaches must increasingly be integrated into the development model of T&L companies. The trend goes towards the development and implementation of corporate social responsibility (CSR) activities, so as T&L companies seek to improve their image with their clients, eco-mobility becomes an element in their sales pitch.

The T&L sector has a substantial overall impact, as other economic sectors rely on its efficiency to develop. It is therefore more than a question of mobility: it is a factor of competitiveness for the economy at national and EU levels. Nonetheless, the sector has suffered from a lack of attractiveness for many years and struggles to attract new workforce, especially skilled drivers and logistics operators. The sector furthermore faces difficulties to recruit women, which is why gender equality measures are strongly needed. The problem is aggravated by the generational relief and the upcoming retirement of a significant part of the workforce in the sector. Consequently, there is a huge need to improve its overall image, to make more visible its essential economic role in the functioning of our society and to inform young people about career opportunities. Transport and logistics operational managers will have to deal with these recruitment difficulties and a growing turnover, and will need to exercise an increasingly sensitive and complex management to retain the drivers and logistics operators within the company.

¹ European Commission, A European Strategy for low-emission mobility, https://ec.europa.eu/clima/policies/transport_en

5 Activities and tasks

Activity 1: Implementation of freight transport operations

A1T1 Evaluating the feasibility of transport operations

A1T2 Organising and conducting transport operations

A1T3 Monitoring of transport operations

A1T4 Assessing transport operations

Working context and professional duties

Starting with a client request, the Transport and Logistics Operational Manager is responsible for the feasibility assessment of the transport operation. Therefore, he/she makes sure to be in possession of all the information and human resources necessary. He/she organises ad hoc or scheduled operations taking into account economic, environmental, social and legal requirements, monitors their progress and assesses their results. He/she may be required to process customs formalities. Concerning the use of languages, he/she must have a good command of the language(s) used in the working environment and of English. He/she must be able to use office software suites and specific professional software to carry out this activity. The Transport and Logistics Operational Manager must continuously seek to optimise the transport operations to stay competitive and to respond to increasing clients' expectations and social requirements in compliance with rules, safety and security regulations and customs requirements. As an operational manager, he/she can foster the development of a sustainable economy and the overall greening process through his/her actions and decisions.

The Transport and Logistics Operational Manager reports to the operations, branch, or department manager, who will decide on the level of autonomy for which he/she will be held accountable. Company size is an important factor in establishing the degree of responsibility.

Relevant information to work	Equipment needed for assignment	Professional contacts
<ul style="list-style-type: none"> - Professional context - The client's enquiry - The types of goods - Request for quotation - The company's rates - Information about the client - Applicable regulations - Legal, economic, and commercial documentation - Technical documentation - Description of the constraints and the means of transport - Description of the load units - Documentation specific to international business - Documents necessary for customs operations - Internal procedures and operating instructions - Planning diagrams - Subcontracting conditions, documentation - Quality procedures - Safety protocols 	<ul style="list-style-type: none"> - Maps of the area covered by the company's activity - Means of transport - Human resources - Information and communications technology (ICT) - Tools to ensure tracking and tracing - Transport Management Systems (TMS) - Customer Relationship Management (CRM) tools - Planning & management software - Route optimisation software - Geolocalisation - Load optimisation software - In-vehicle technologies - Handling equipment - Packaging and consumables - Protection, chocking and securing material for packages/products - Cargo security tools - Load supports 	<p><u>Internal</u></p> <p>He/she is in contact with the sales and accounting departments, the depot manager and the HSQE and/or CSR manager. He/she coordinates the operations staff, drivers and handling staff.</p> <p><u>External</u></p> <p>He/she is in direct contact with clients, sub-contractors and local or regional public authorities.</p> <p>He/she may need to establish international contacts.</p>

<ul style="list-style-type: none"> - Relevant information for dealing with malfunctions and/or complaints - The company's KPIs and economic constraints - The company's sustainable development goals - Corporate Social Responsibility approach (economic, environmental, social) 	<ul style="list-style-type: none"> - One or more loading docks - Delivery and storage areas - Control and counting equipment - Recycling containers 	
<p><u>Expected results</u></p> <p>A detailed and well-argued response to a client enquiry or request for quotation.</p> <p>Correctly calculated quotation.</p> <p>An operation or transport plan meeting the client's expectations, while having regard to the imperatives of safety, quality, social and environmental constraints, efficiency and profitability.</p> <p>Compliance with current regulations.</p> <p>Careful monitoring of the operation using available digital supporting tools.</p> <p>Accurate results indicators (information management).</p> <p>Optimised transport operations reducing negative externalities.</p> <p>Regular and accurate reports to his/her direct supervisor.</p> <p>Recommendations enabling possible improvements of procedures.</p>		

Activity 2: Organisation and management of warehouse activities associated with transport

A2T1 *Designing warehouse solutions associated with transport*

A2T2 *Coordinating warehouse operations*

A2T3 *Controlling warehouse processes*

Working context and professional duties

Within the framework of an identified (global) supply chain, the Transport and Logistics Operational Manager is a contributor to an operation or a transport plan, whereby he/she is responsible to organise the required logistic means from receipt of the goods up until they are loaded, including storage and the preparation of orders. He/she uses available physical resources to ensure the efficient provision of the services. He/she may be led to suggest improvements and to participate in the design of the warehouse organisation. Concerning the use of languages, he/she must have a good command of the language(s) used in the working environment and of English.

The Transport and Logistics Operational Manager reports to the operations, branch or department manager, who will decide on the level of autonomy for which he/she will be held accountable. Company size is an important factor in establishing the degree of responsibility.

Relevant information to work	Equipment needed for assignment	Professional contacts
<ul style="list-style-type: none"> - Professional context - Specifications - The client's enquiry - Legal, economic, and commercial documentation - Types of goods - Warehouse organisation plan - Warehouse operating procedures - Quality procedures - Safety protocols - Technical documentation - Internal procedures and operating instructions - Planning diagrams - The company's KPIs and economic constraints - The company's sustainable development goals - Corporate Social Responsibility approach (economic, environmental, social) 	<ul style="list-style-type: none"> - Handling and storage equipment - Packaging and consumables - Information and communications technology (ICT) - Protection, chocking and securing material for packages/products - Control and counting equipment - Recycling containers - Tools to ensure tracking and tracing - Warehouse Management Systems (WMS) - Planning & management software 	<p><u>Internal</u></p> <p>He/she is in contact with all departments. He/she supervises handling staff and possibly drivers.</p> <p><u>External</u></p> <p>He/she may be in contact with other companies or sub-contractors as part of a national or international system.</p> <p>He/she may be in contact with local or regional public authorities.</p>

Expected results

A detailed and well-argued response to the specifications.

Correctly calculated quotation.

Logistics services that meet client expectations by paying attention to the imperatives of quality, safety, social and environmental constraints, efficiency and profitability.

Compliance with current regulations.

Accurate indicators for results and quality (information management).

Regular and accurate report to his/her direct supervisor.

Recommendations enabling possible improvements to procedures.

Activity 3 Asset management associated with transport

A3T1 Managing physical resources

A3T2 Managing digital tools

<u>Working context and professional duties</u>		
<p>To carry out activities 1 and 2, the Transport and Logistics Operational Manager needs various physical resources, such as vehicles, handling, securing or storage equipment, etc. Therefore, he/she makes sure to be in possession of all the necessary equipment. In this context, he/she is also responsible for planning and organising the maintenance of the physical resources. The Transport and Logistics Operational Manager chooses the resources to be used with a view to reduce the environmental impact of the transport and/or warehousing activity.</p> <p>In addition, he/she must be able to use office software suites and specific professional software to carry out this activity. The use of digital tools for the work of the Transport and Logistics Operational Manager will continue to increase in the coming years.</p> <p>The Transport and Logistics Operational Manager reports to the operations, branch or department manager, who will decide on the level of autonomy for which he/she will be held accountable. Company size is an important factor in establishing the degree of responsibility.</p>		
Relevant information to work	Equipment needed for assignment	Professional contacts
<ul style="list-style-type: none"> - Professional context - Maintenance planning - Technical documentation - Applicable regulations - Types of goods - Description of the constraints and the means of transport - Description of the load units - Internal procedures and operating instructions - Relevant information for dealing with malfunctions - Quality procedures - Safety protocols - Planning diagrams - The company's KPIs and economic constraints - The company's sustainable development goals - Corporate Social Responsibility approach (economic, environmental, social) - Security rules 	<ul style="list-style-type: none"> - Means of transport - Handling, securing and storage equipment - Cargo security tools - Load supports - One or more loading docks - Delivery and storage areas - Control and counting equipment - Recycling containers - Information and communications technology (ICT) - Tools to ensure tracking and tracing - Transport Management Systems (TMS) - Warehouse Management Systems (WMS) - Customer Relationship Management (CRM) tools - Planning & management software - Route optimisation software - Geolocalisation - Load optimisation software - In-vehicle technologies 	<p><u>Internal</u></p> <p>He/she is in contact with all departments, especially the maintenance department.</p> <p><u>External</u></p> <p>He/she may be in contact with other companies or sub-contractors as part of a national or international system.</p> <p>He/she may be in contact with public services, local or regional public authorities.</p>
<u>Expected results</u>		
<p>Compliance with maintenance planning of physical resources in accordance with applicable regulations.</p> <p>Well-organised planning of the availability of physical resources.</p> <p>Optimised use of digital tools to support the operational activities.</p> <p>Regular and accurate reports to his/her direct supervisor.</p> <p>Recommendations enabling possible improvements of procedures.</p>		

Activity 4: Management of the service relationship

A4T1 Communicating with partners and clients

A4T2 Preparing the quotation

A4T3 Negotiating and monitoring contractual commitments

A4T4 Identifying new market opportunities

Working context and professional duties

In direct contact with partners and clients, the Transport and Logistics Operational Manager builds a lasting service relationship in a highly competitive environment. To do this, he/she develops an appropriate range of transport and logistics services and cooperates with other companies (e.g., through collaborative platforms, groupings, etc.) to meet the rising clients' expectations. He/she negotiates and monitors contracts, investigates complaints and deals with disputes in close contact with insurance experts and legal advisors.

He/she may do some prospecting with partner companies and should be able to identify new market opportunities, especially for smarter and more sustainable transport options. Concerning the use of languages, he/she must have a good command of the language(s) used in the working environment and of English. He/she must be able to call on available ICT to assure these activities

The Transport and Logistics Operational Manager manages the department's relationships while reporting to his/her manager, who determines the level of autonomy for which he/she will be accountable. Company size is an important factor in defining his/her remit and the extent of his/her responsibility.

Relevant information to work	Equipment needed for assignment	Professional contacts
<ul style="list-style-type: none"> - Professional context - Enquiries from clients and prospects - Information on clients and prospects - Information on suppliers and partners - Offers from suppliers and partners - Details of constraints - The company's rates - Payment conditions - Internal procedures and operating instructions - Subcontracting conditions - Model contracts, written agreements, specifications - Insurance contracts - Codes and regulations for the transport and logistics sector - Quality procedures - Company communication protocols - Relevant information for dealing with malfunctions and/or complaints - Commercial, legal and economic documentation - Technical documentation - Documentation specific to international business - The company's KPIs and economic constraints - The company's sustainable development goals - Corporate Social Responsibility approach (economic, environmental, social) 	<ul style="list-style-type: none"> - Client, supplier and sub-contractor databases - Customer Relationship Management (CRM) tools - Planning & management software - System maps and descriptions of transport resources - Information and communications technology (ICT) 	<p><u>Internal</u></p> <p>He/she is in contact with all departments.</p> <p><u>External</u></p> <p>He/she is in direct contact with partners (prospects, suppliers, sub-contractors, insurers, etc.) and clients. He/she may need to establish international contacts.</p>

Expected results

A sustainable service relationship.

Appropriate responses.

Good command of the language(s) used in the working environment and of English.

Achieving clients' loyalty in an increasingly competitive environment.

Contracts complying with current regulations and in line with the company policy and sustainable development/CSR requirements.

Respect for commercial objectives.

Proposals for dealing with complaints and disputes.

The regular updating and improvement of databases/CRM tools.

Regular and accurate report to his/her direct supervisor.

Activity 5: Team management

- A5T1 Identifying personnel requirements
- A5T2 Participating in the recruitment process
- A5T3 Organising daily work activities
- A5T4 Managing conflicts
- A5T5 Assessing performances of team members

<p><u>Working context and professional duties</u></p> <p>As part of his/her responsibilities, the Transport and Logistics Operational Manager is required to manage a team. He/she allocates the various tasks to be carried out in compliance with the company's procedures and according to everyone's competences. He/she ensures the staff's safety. He/she contributes to his/her area of responsibility's better organisation and identifies new personnel needs. In a VSE/SME, he/she may be involved in recruitment. He/she leads the team, and encourages involvement and collaborative working. He/she participates in skills development. He/she may be required to manage individual conflicts. He/she monitors the team's performance with different tools, including individual interviews.</p> <p>The Transport and Logistics Operational Manager supervises a team according to his/her degree of authority. Company size is an important factor in establishing the degree of authority/responsibility.</p>		
Relevant information to work	Equipment needed for assignment	Professional contacts
<ul style="list-style-type: none"> - Professional context - Labour regulations - National transport regulations - European transport regulations - Agreements between social partners - The definition of jobs and duties - Internal company procedures - Management methods - Assessment methods - Conflict resolution methods - The company's sustainable development goals - Corporate Social Responsibility approach (economic, environmental, social) 	<ul style="list-style-type: none"> - Information and communications technology (ICT) - Planning & management software 	<p><u>Internal</u></p> <p>He/she is in contact with the human resources, administration, and accounting departments. He/she supervises staff.</p> <p><u>External</u></p> <p>He/she may have contact with government departments, local authorities and service suppliers.</p>
<p><u>Expected results</u></p> <p>Compliance with current regulations.</p> <p>Accurate results indicators (information management).</p> <p>Regular and accurate report to his/her direct supervisor.</p> <p>Recommendations enabling possible improvements to the management of the team.</p> <p>The prevention and settling of individual conflicts.</p> <p>The anticipation of skills and training needs.</p> <p>Regular evaluation of performances.</p>		

6 Skills repertory

Links between activities and skills units

ACTIVITIES	SKILLS UNITS
Activity 1: Implementation of freight transport operations	Unit 1: To implement freight transport operations
Activity 2: Organisation and management of warehouse activities associated with transport	Unit 2: To organise and to manage warehouse activities associated with transport
Activity 3: Asset management associated with transport	Unit 3: To manage assets and technology taking into account environmental, social and economic challenges
Activity 4: Management of the service relationship	Unit 4: To manage the service relationship
Activity 5: Team management	Unit 5: To manage a team



Transversal competences, autonomy and responsibility

To succeed in his/her job, the transport and logistics operational manager is required to have a range of transversal competences. He/she demonstrates flexibility, reactivity, creativity, rigor, organisation, and respect of regulations and professional ethics especially when he/she charters transport operations. He/she must be always aware of the different rules about working environment and conditions and take into account the Corporate Social Responsibility principles.

The transport and logistics operational manager must be able to work under pressure, to solve problems in a calm manner, to take into account the interests of others while remaining firm and assertive to defend the interests of his/her company. He/she must have strong leadership and relational skills as he/she is in a position of coordinating a team and cooperates with many different internal and external interlocutors. He/she must be able to communicate in English and have a good understanding of intercultural relations. At the same time, he/she shows genuine interest on the new transport and logistic processes using digitalisation.

Transport and logistics operational managers are autonomous in and responsible for their daily work in the framework of the company's objectives and will be held accountable for it. Their level of autonomy will depend on their working experience, the company's size, structure, and activity (transport and logistics or industrial and commercial activity), as well as the diversity and complexity of the activities they have to deal with and the processes they work on; this level of autonomy will ultimately be determined by the manager to whom they report. As operational managers, their autonomy impacts the development of a more sustainable and greener economy through their actions and decisions. They work under a regular validation process of their hierarchical responsible.

Unit n° 1: To implement freight transport operations

Skills	Knowledge
<p>U1S1 – To EVALUATE THE FEASIBILITY OF TRANSPORT OPERATIONS U1S1.1 – To qualify the enquiry for transport U1S1.2 – To match the demand with the company’s offer to take a decision</p>	<p>U1K1 – Transport demand U1K2 – Supply chain management U1K3 – Transport means and modes including multimodal options U1K4 – Organisation of a transport company U1K5 – Transport service offer</p>
<p>U1S2 – To ORGANISE AND TO RUN TRANSPORT OPERATIONS U1S2.1 – To choose one or more modes and means of transport U1S2.2 – To operate and adjust the transport network U1S2.3 – To choose the delivery procedures U1S2.4 – To clear customs</p>	<p>U1K6 – Regulations for the transport of goods U1K7 – Regulations relating to social practices, health, safety, and the environment U1K8 – Regulations for customs for the transport of goods U1K9 – Incoterms U1K10 – Loading plan U1K11 – Routes, traceability and mapping tools</p>
<p>U1S3 – To CHOOSE POSSIBLE SUB-CONTRACTORS U1S3.1 – To identify the elements to sub-contract for transport U1S3.2 – To select a sub-contractor</p>	<p>U1K12 – Scheduling and planning methods U1K13 – Incidents and unforeseen events U1K14 – Transport related insurance U1K15 – Procedures for incident management</p>
<p>U1S4 – To MONITOR TRANSPORT OPERATIONS U1S4.1 – To ensure traceability to check conformance of the transport operation U1S4.2 – To implement mitigation measures U1S4.3 – To resolve incidents</p>	<p>U1K16 – Key Performance Indicators U1K17 – Quality monitoring methods</p>
<p>U1S5 – To IMPROVE THE PERFORMANCE OF TRANSPORT OPERATIONS U1S5.1 – To design quantitative and qualitative indicators U1S5.2 – To identify areas for improvement U1S5.3 – To propose corrective actions to decision-makers</p>	
<p><u>Performance indicators</u> The choices related to the organisation of the transport operations are coherent and relevant. The running of the transport operations is rigorous and efficient. The constraints are taken into account. The indicators are accurate and appropriate. The solutions for incidents and corrective actions suggested are relevant.</p>	

Unit n° 2: To organise and to manage warehouse activities associated with transport

Skills	Knowledge
<p>U2S1 – To DESIGN WAREHOUSE SOLUTIONS U2S1.1 – To qualify the demand for warehousing services U2S1.2 – To choose the terms and conditions for the realisation of the services U2S1.3 – To size the space and resources required</p>	<p>U2K1 – Enquiry of logistic services U2K2 – Logistic services offer U2K3 – Organisation of a company with a warehouse activity U2K4 – Warehousing areas U2K5 – Warehouse flows management U2K6 – Scheduling and planning methods</p>
<p>U2S2 – To COORDINATE WAREHOUSE OPERATIONS U2S2.1 – To plan warehousing activities U2S2.2 – To ensure the traceability to check conformance of the warehousing services U2S2.3 – To resolve incidents</p>	<p>U2K7 – Documentation for the logistic services U2K8 – Warehouse management system U2K9 – Traceability and its tools U2K10 – Stock management U2K11 – Regulations relating to social practices, health, safety, and the environment</p>
<p>U2S3 – To IMPROVE THE PERFORMANCE OF WAREHOUSING SERVICES U2S3.1 – To design quantitative and qualitative indicators with a view to progress U2S3.2 – To propose corrective actions to decision-makers U2S3.3 – To rationalise the layout of warehouse areas and the storage location of products</p>	<p>U2K12 – Pricing for warehousing services U2K13 – Procedures for incident management U2K14 – Warehouse optimisation methods</p>
<p><u>Performance indicators</u> The choices related to the design of the warehouse solutions are coherent and relevant. The coordination of the warehouse operations is rigorous and efficient. The regulations are respected. The indicators are accurate and appropriate. The solutions for corrective actions suggested are relevant.</p>	

Unit n° 3: To manage assets and technology taking into account environmental, social and economic challenges

Skills	Knowledge
<p>U3S1 – To ALLOCATE THE RESOURCES TO ACTIVITIES U3S1.1 – To select a set of assets considering various constraints U3S1.2 – To adapt resources or capacity upon implementation</p>	<p>U3K1 – Material resources U3K2 – Environmental, social and economic impact of transport and warehousing activities U3K3 – Regulations linked to assets U3K4 – Maintenance management U3K5 – Fuel consumption monitoring</p>
<p>U3S2 – To ESTABLISH A SAFETY AND MAINTENANCE PLAN U3S2.1 – To implement sustainable operation procedures U3S2.2 – To plan and anticipate appropriate maintenance routine U3S2.3 – To identify areas of improvement for assets performance</p>	<p>U3K6 – Information systems dedicated to transport and warehousing operations U3K7 – Digitalisation in the sector of transport and logistics U3K8 – Transport Management Systems (TMS) U3K9 – Warehouse Management Systems (WMS)</p>
<p>U3S3 – To TAKE ADVANTAGE OF THE INFORMATION SYSTEM U3S3.1 – To collect and select data required for operations U3S3.2 – To manage IT and communication equipment related to the operations U3S3.3 – To analyse the information system outputs to adjust performance</p>	<p>U3K10 – Customer Relationship Management (CRM) U3K11 – Technology monitoring</p>
<p><u>Performance indicators</u> The allocation of the resources to the activities is efficient. The safety and maintenance plan is established and assessable. The advantages of the information system are used and clients oriented. The regulations are respected.</p>	

Unit n°4: To manage the service relationship

Skills	Knowledge
<p>U4S1 – TO COMMUNICATE WITH PARTNERS AND CLIENTS U4S1.1 – To adapt the communication to the targets using professional practices U4S1.2 – To lead professional meetings</p>	<p>U4K1 – Tools and techniques for oral and written communication U4K2 – Leading meetings U4K3 – Principles of customer service U4K4 – Cost calculations U4K5 – Pricing and pricing structures U4K6 – General terms and conditions of sale U4K7 – Methods of assessing the customer value U4K8 – Negotiation techniques U4K9 – Prospection methods U4K10 – Business monitoring U4K11 – Market research U4K12 – Oral and written professional communication in English at level B2 of the common European framework of reference for languages</p>
<p>U4S2 – TO PROPOSE A COMMERCIAL OFFER U4S2.1 – To price a service U4S2.2 – To conduct negotiations U4S2.3 – To adapt the range of services offered U4S2.4 – To provide personalised advice to the client</p>	
<p>U4S3 – TO MONITOR CONTRACTUAL COMMITMENTS U4S3.1 – To act in a customer-oriented way U4S3.2 – To resolve a dispute</p>	
<p>U4S4 – TO PROSPECT U4S4.1 – To profile potential clients U4S4.2 – To implement a business monitoring</p>	
<p><u>Performance indicators</u> The communication with partners and clients is adapted. The commercial offer is adapted to the clients’ expectations and to the commercial objectives The contractual commitments are respected. The prospection choices are relevant.</p>	

Unit n° 5: To manage a team

Skills	Knowledge
U5S1 – To MANAGE SKILLS NEEDS U5S1.1 – To map skills requirements U5S1.2 – To design training paths U5S1.3 – To recruit staff	U5K1 – Labour regulations U5K2 – Human resources management U5K3 – European and national social regulations for the transport industry U5K4 – Health and safety regulations U5K5 – Recruitment procedures U5K6 – Team management U5K7 – Leadership techniques U5K8 – Project management U5K9 – Professional oral and written communication principles U5K10 – Conflict management U5K11 – Staff evaluation methods
U5S2 – To COORDINATE THE TEAM’S WORK U5S2.1 – To organise workflows and facilitate the team’s work U5S2.2 – To motivate the team members U5S2.3 – To limit conflicts and suggest solutions U5S2.4 – To enforce the rules of procedure	
U5S3 – To EVALUATE THE PERFORMANCE OF THE TEAM U5S3.1 – To assess the individual performance regarding objectives previously assigned U5S3.2 – To propose solutions for efficiency improvement U5S3.3 – To report key information	
<u>Performance indicators</u> The skills needs are identified. The proposals for continuous training are relevant The recruitment process is consistent with professional standards The instruments used for the coordination of the team are adapted and efficient Conflict management is anticipated. The instruments used to evaluate the team’s performance are relevant The solutions for efficiency improvement are relevant The reports are structured, relevant and useful for decision.	