

European Skills for International Trade & Logistics

Skills repertory

Transport and Logistic Operational Manager

<i>Project output</i>	<i>IO 4</i>
<i>Author</i>	<i>NETINVET</i>
<i>Contributor(s)</i>	<i>Institut de Vic, KS1, AFT, ASETRANS</i>
<i>Date of deliverable</i>	<i>May 2022</i>
<i>Status</i>	<i>Final</i>



Funded by the
Erasmus+ Programme
of the European Union



ESITL
A Netinvet Project

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
<p>U5S1 – TO MANAGE SKILLS NEEDS U5S1.1 – To map skills requirements U5S1.2 – To design training paths U5S1.3 – To recruit staff</p>	<p>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</p>
<p>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</p>	
<p>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</p>	
<p><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.</p>	