The Chartered Institute of Logistics and Transport

CILT(UK) Competency Framework

A guide to professional competencies in logistics, transport and global supply chain operations

V1.3

Background

Logistics, transport and supply chain operations are fast-paced, innovative and critical to our daily lives. They should be preferred professions of choice for talented individuals looking for roles that make a difference to society's safety, prosperity and freedom of movement.

Through collaboration of stakeholders, this robust and relevant competency framework can help organisations, employers, employees and those considering entering the profession to understand the competencies required for success.

Having clear career pathways and roadmaps to results in current and potential employees having a positive choice; one where they can select from a number of roles by having an understanding of what is required to be relevant and successful.

Many organisations have competency frameworks and this resource will serve to inform and enhance what already exists within the areas of logistics, transport and supply chain.

Our approach actively helps organisations nurture talent, guide those already in the industry and support the next generation; the people who promote profitable solutions and propel the national economy.

Who should use the framework?

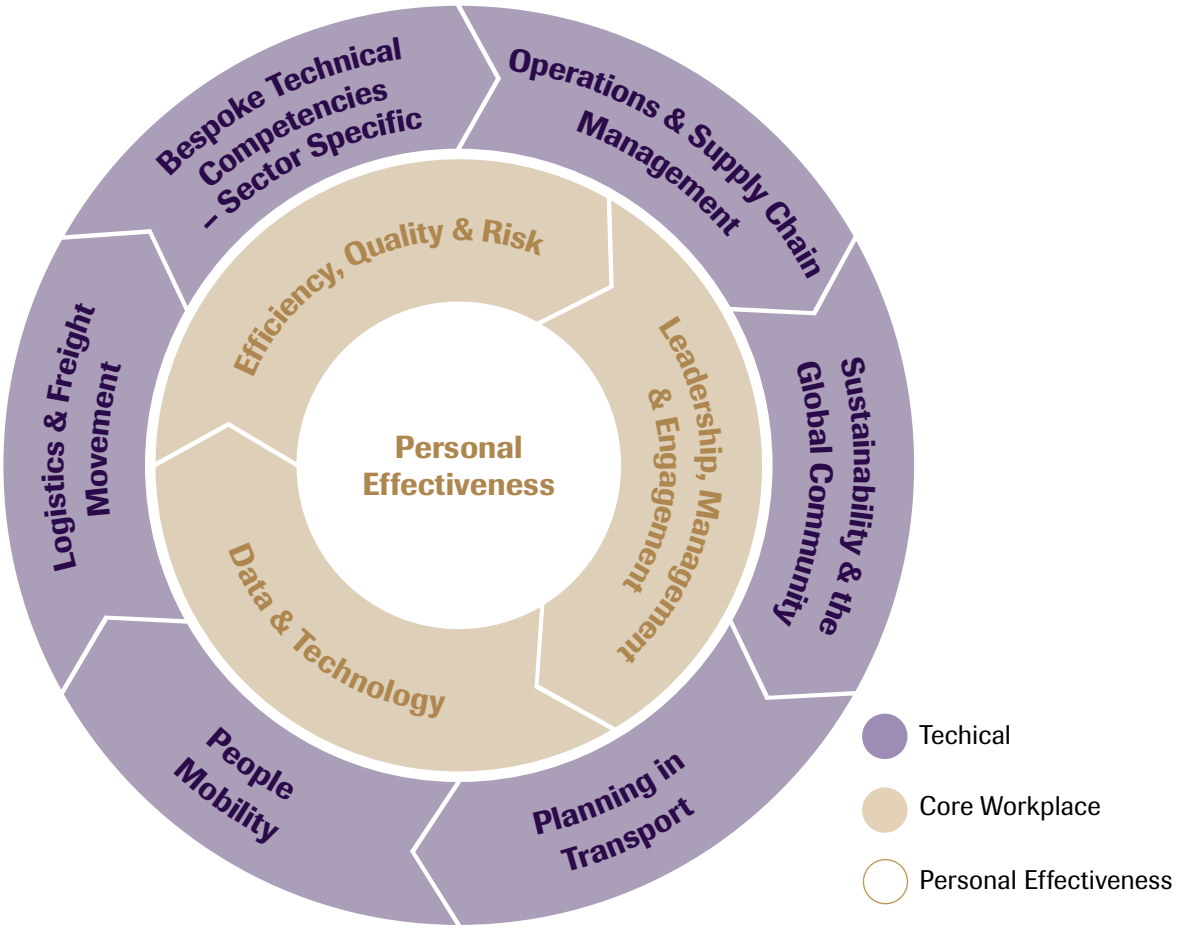
- **Employers** – understanding skills gaps, informing job descriptions and selecting learning for staff development
- **Employees** – identifying competencies for development and looking at requirements for a career in the profession
- **Individuals** – considering entering the profession to understand the competencies required for success
- **Organisations** – to establish the scope of competencies across the profession and define skills needed to deliver operational goals

For each job role, there are different types of skills, knowledge and behaviours that make up the required competencies to deliver what is needed.

This standard is informed by the professional body to guide role profiles, job descriptions, career development and learning needs and solutions.

Framework

The framework is split into three key competency areas:



Technical

Operations & Supply Chain Management	Logistics | Warehousing | Inventory Management | Integrated Business Planning Solutions | Process & Production | Scheduling
Sustainability & the Global Community	Sustainable Logistics | Environmental Resilience | Global Context & External Influences | Social Economic Resilience
Planning in Transport	Infrastructure & Network Resilience | Intelligent Mobility | Transport Planning | Network Planning & Management | Logistics
People Mobility	Demand | Planning & Scheduling | Modes | Inclusion, Access and Integration | Legislation and Funding | Transport Planning
Logistics & Freight Movement	Logistics | Transport Planning | Multimodal Freight Transport | Intermodal Integration | Customs | Urban Freight
Bespoke Technical Competencies	Drivers | Pilots | Process Operators | Regulator Roles | Technical Experts | Logisticians

Split into six areas, the technical competency subjects for logistics, transport and supply chain operations, focus on the skills, knowledge and experience required for the broad scope of roles and activities across the profession.

Within logistics, transport and supply chain, a number of role competencies are influenced heavily by the sector. Examples of these roles would be different types of drivers with specific licenses, these are referred to as Bespoke Technical Competencies.

Core Workplace

Leadership, Management & Engagement	Organisational Culture | Change Management | Performance Measurement | Relationship Management | Market Principles
Data & Technology	Data Acquisition | Data Handling | Data Analysis | Technology | Automation | Innovation
Efficiancy, Quality & Risk	Continuous Improvement | Optimisation | Lean Principles | Project Management | Quality | Risk | Safety

These are competencies required across any profession or sector, and are often referred to as transferable skills. The majority of any role is made up of these types of skills, along with personal effectiveness competencies.

Core workplace skills are critical to a high performing individual. They allow easy transition across directorates, sectors and industries, where new technical skills and knowledge can be learnt to become competent in a specific role.

The CILT(UK) Competency Framework shows core workplace competencies as three key areas covering the breadth of skills and knowledge required.

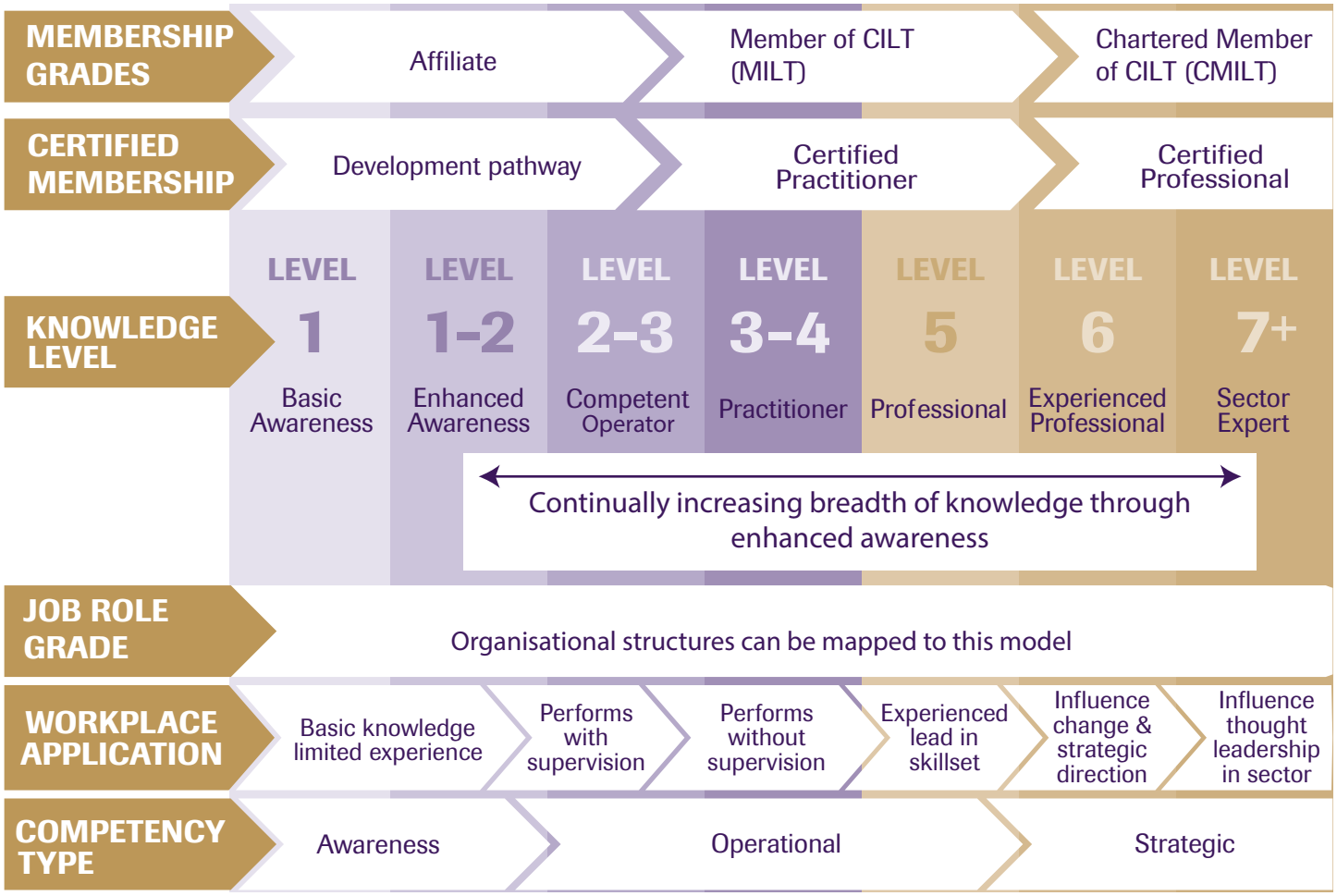
Personal Effectiveness

Professional, Customer Centric & Continuous Improvement Ethos	Influencing | Listening & Speaking | Integrity & Ethics | Reliability | Team Working | Considering Risk

These competencies are not exclusive to the workplace, but developed personal effectiveness is highly valuable to employers, as it is often challenging to teach and assess in role.

Personal effectiveness competencies have an influence on the culture of an organisation; effectiveness means making the right decisions at the right time, to produce the desired results, which is essential for business.

Measuring Levels of Skill, Knowledge and Experience



Knowledge levels relate to both academic levels and vocational competence levels. The workplace application descriptors help to understand what level of competence a person needs based on the level of accountability required for a task or role. Seniority does not equate to advanced knowledge and experience in every task that a person oversees.

For example, a senior manager in an organisation could have level 6 skills, knowledge and experience in core workplace competency and level 3 in a number of technical areas, with enhanced awareness in others.

Taking this further, a Warehouse Manager will not necessarily have insight into the technical specifics of every task carried out in an operation. They might be responsible for ensuring that all tasks are carried out correctly, and so need an awareness of how each task fits into the bigger picture, but they do not need to be experts in every one.

The framework shows three competency types: awareness, operational and strategic.

Awareness gives an overview of a topic or subject, useful to increase knowledge of other departments or areas of the profession, and may help better operational decisions to be made.

Operational covers the practical tasks and actions needed to deliver output. In this framework, each operational competency can relate to level 3 through to level 5 dependent on the level of accountability needed or the level of skills and experience held.

Strategic focuses on research and strategic planning. When considering strategic competency, a person may well need to enhance their awareness in a number of areas to better inform their work, rather than study those areas at an advanced level.

The indication of Certified Membership maps into the new professional standards to be launched by CILT(UK).

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Core Workplace

Leadership, Management and Engagement

LE1 Leadership and Management

LE2 Customer Engagement

Data and Technology

DT1 Data Collection, Analysis and Forecasting

DT2 Technology, Modelling and Simulation

Efficiency, Quality and Risk

EQ1 Operational Effectiveness

EQ2 Risk Management

Operations and Supply Chain Management

SC1 Supply Chain Principles and Concepts

SC1.1 Supply Chain Networks, Design and Optimisation

Awareness

Competency	Knowledge areas
SC1.1.1A Describe the evolution of the supply chain concept and the flows involved	Supply chain concept and its evolution | Types of supply chains and flows | Key components of supply chains | Upstream and downstream flows and linkages | Reverse logistics
SC1.1.2A Outline the main activities that drive supply chain operations	Customer Relationship Management | Demand management | Order fulfilment | Manufacturing flow management | Procurement | Product development and commercialisation | Returns management
SC1.1.3A Describe the logistics concept in supply chain operations	Forward and reverse flows | Storage of goods and services | Customer requirements

Operational

Competency	Knowledge areas
SC1.1.1OP Research and recommend opportunities that will yield the highest benefits for the organisation	Comparing trade-offs | Organisational costs | Capacity | Customer service
SC1.1.2OP Implement planning, monitoring and control activities to conduct effective global operations	Lean, waste, agility | Performance measurement, monitoring and controls | Information flows | Benchmarking | Network management information systems
SC1.1.3OP Manage partnerships and stakeholders to ensure appropriate supply chain collaboration	Productive collaboration: Forecast accuracy; service levels; sales growth | Collaborative relationships | Process management
SC1.1.4OP Plan the structure of networks for different types of operation	Network design | Facility location planning | Market potential & entry strategies | Information systems | Financial control | Controllable & uncontrollable elements | Global logistics operations | Distribution systems | Omni-channel
SC1.1.5OP Plan the transition of an existing network structure	Systematic Network Planning (SNP) | Variables | Sensitivities | Scenario creation | Role and location of existing facilities | Staging post & cross-docking facilities | Facilities to assist transport activities | Definitions of 'time'
SC1.1.6OP Prepare contingency plans for network interruptions	Value of cross-functional processes | Resource requirements | Network planning | Service levels: organisational and customer requirements

Strategic

Competency	Knowledge areas
SC1.1.1S Evaluate the impact of governmental and non-governmental organisations, regulatory bodies and international conventions on supply chain management	Legislation | Ethics | Environment | Political landscape | Economies | Globalisation | Technology | Humanitarian | Climate change | Social welfare
SC1.1.2S Assess the risks that affect supply chain operations, suggesting ways to mitigate against them	External influences and the impact on global business strategy | Internal decisions

Operations and Supply Chain Management

SC1 Supply Chain Principles and Concepts

SC1.2 Warehousing and Inventory

Awareness

Competency	Knowledge areas
SC1.2.1A Describe the purpose, characteristics and components of inventory and inventory systems	Role and functions of stock control | Stockholding | Inventory measurement | Inventory classification
SC1.2.2A Define the role and function of warehouses	Types of storage equipment and Materials Handling Equipment (MHE) | Receiving goods | Storing and locating goods | Housekeeping

Operational

Competency	Knowledge areas
SC1.2.1OP Plan, organise and control warehouse operations, minimising the effects of unplanned activity	HSE responsibilities | Space utilisation and layout | Flow patterns | Stock allocation and segregation | Maintenance and servicing equipment | Daily order picking | Resource management | Relevant legislation
SC1.2.2OP Manage stock levels following best practice methodology	Safety stock calculations | ABC analysis (Pareto rule) | Stocktaking methodology
SC1.2.3OP Plan inventory using a range of reporting systems to forecast the impact of different variables on stock levels	Forecasting methods | Stock segregation | Inventory risks | Packaging | Lead times | Data accuracy | KPIs | Reporting | Data analysis | Stock handling | Safety stock calculations | Trade-offs
SC1.2.4OP Respond to organisational and customer requirements relating to packaging adhering to legislative guidance and requirements	Packaging | Customer service levels | Sustainability | Value adding
SC1.2.5OP Operate relevant available technology to support physical warehouse operations and warehouse management	Technology | Software systems | Data transfer | Data capture | Software systems | Systems integration
SC1.2.6OP Manage the disposal of surplus, waste, damaged or otherwise unusable stock	Waste Management | Reverse logsitics | Circular economy | Equipment | Training | Recycling

Strategic

Competency	Knowledge areas
SC1.2.1S Evaluate the role of the warehouse in effective logistics strategy recommending improvement to current operations	Data selection | Data analysis | Customer requirements | Legal and security requirements | Competitive advantage
SC1.2.2S Research and implement various options and strategies applicable to inventory deployment to meet an organisation's customer service objectives	Network availability | Warehouse capacity | Retail stock holding capacity | Customs requirements | Channel performance | Supplier direct delivery | Fulfilment costs | Click and collect | Customer driven supply chain concept | Focus on service

Operations and Supply Chain Management

SC1 Supply Chain Principles and Concepts

SC1.3 Distribution

Awareness

Competency	Knowledge areas
SC1.3.1A Describe the process of distributing goods to customers	Consignment tracking systems | Customer benefits | Third Parties: police, customs and excise, immigration, port/ terminal authorities, freight forwarders, agents, 3PL/4PL

Operational

Competency	Knowledge areas
SC1.3.1OP Coordinate the distribution planning of goods and services	Dispatch process | Distribution Requirements Planning (DRP) | Characteristics of goods | Safety and security | Sources and destinations | Modal choice | Modal nodes | Third parties
SC1.3.2OP Manage the operation of a distribution centre, ensuring service levels are met	Resource planning | Budget control | Stock management | HSE management | Transport management

Strategic

Competency	Knowledge areas
SC1.3.1S Evaluate various ways of managing a distribution network to inform improvements in operational efficiency	Regulation | Freight transport controls | Freight operations: Global, national, local operations | Control techniques: Custom procedures, consignment and crew security | Incoterms
SC1.3.2S Analyse criteria that will influence the siting volume and size of distribution locations	Legal requirements | Accessibility | Modal nodes | Rent, rates & taxes | Workforce availability, skills & costs | Transport infrastructure and traffic flow | Proximity to various modal operations | Markets & local environment factors | Building availability

Operations and Supply Chain Management

SC2 Operations Management and Supply Chain Performance

SC2.1 Process, Production, Planning and Flow

Awareness

Competency	Knowledge areas
SC2.1.1A Describe the range and capabilities of systems that support planning and scheduling across the supply chain	Demand management | Sales and Operations Planning (S&OP) | Master Production Schedule (MPS) | Rough Cut Capacity Planning (RCCP) | Material Requirements Planning (MRP) | Bills of Material (BOM) | Capacity Requirements Planning (CRP) | Production | Vendor requirements | Distribution Requirements Planning (DRP) | Total Quality Management (TQM) | Service Level Agreements (SLAs) | Cost control | Forecasting techniques

Operational

Competency	Knowledge areas
SC2.1.1OP Manage production planning and the production planning cycle, analysing service levels and costs to maximise profitability	Demand management | S&OP | MPS | RCCP | MRP Calculations | CRP | Production | Vendor requirements | DRP | TQM | SLAs | Cost control | Forecasting techniques | Relationship between manufacturing types and control systems
SC2.1.2OP Operate and monitor shop-floor control systems and order processing methods	Shop Floor Control (SFC) | Cost-effective customer service | Shop floor layouts | Lean manufacturing implementation | Manufacturing types

Strategic

Competency	Knowledge areas
SC2.1.1S Analyse the implications of globalisation on production planning processes	Future demand | Product development | Global trends | Global influences: PESTLE | Strategic investments and growth
SC2.1.2S Research the development of manufacturing and control systems, comparing the basic principles of production planning to current and future manufacturing and control systems	Critical roles | Production and control flows | Strategic impacts of the manufacturing environment | Strategic impacts of manufacturing systems

Operations and Supply Chain Management

SC2 Operations Management and Supply Chain Performance

SC2.2 Integrated Business Planning Systems (MRPII, ERP and APS) and their Components (Master Planning, MRP, DDMRP, CRP)

Awareness

Competency	Knowledge areas
SC2.2.1A Summarise the evolution of business planning systems	Material Requirements Planning (MRP) | Manufacturing Resource Planning (MRPII) | Enterprise Resource Planning (ERP)

Operational

Competency	Knowledge areas
SC2.2.1OP Develop production schedules based upon Materials Requirement Planning (MRP) and Capacity Requirements Planning (CRP) process outputs and business needs	Master Production Schedule (MPS) | Projected Available Balance (PAB) | Available to Promise (ATP) | MRP and CRP calculations | Inputs to MRP and CRP | Impact and usage of MRP and CRP outputs | Impact of JIT/Lean operations
SC2.2.2OP Develop the MRP and CRP process in the light of changing business and operational requirements and constraints	MRP and CRP calculations | Inputs and outputs of MRP and CRP | MRP within the total company system | Evolution of ATP | Theory of Constraints
SC2.2.3OP Implement the Sales and Operations Planning (S&OP) process to produce value added finished goods	S&OP implementation methodology | S&OP process | Inputs and outputs of S&OP | Factors involved in S&OP | "What if?" analysis | Cross-functional processes
SC2.2.4OP Construct and develop an achievable Master Production Schedule (MPS) and a Final Assembly Schedule (FAS)	MPS calculations | MPS impacts: inventory, lead times | Measurement and management | FAS: 2 level master scheduling, mixed model scheduling | Environment: Make to order, assemble to order, make to stock
SC2.2.5OP Evaluate resources to be included in the resource planning process	Rough Cut Capacity Planning (RCCP) | Bills of materials (BOM) | Bills of Resource | Resource Planning: People, materials, equipment, information
SC2.2.6OP Develop a plan for the implementation of a resource planning system	ERP: Business planning | MPS | S&OP | MRP | Resource Planning | RCCP | CRP | Shop floor control | Data analysis | HR | Finance and procurement | MRPII/ERP configurations

Strategic

Competency	Knowledge areas
SC2.2.1S Rationalise the growth of MRPII into enterprise-wide and supply chain systems	Traditional inventory replenishment methodology | Influences and impacts on the application of MRPII systems | Influences and impacts on the application of ERP systems
SC2.2.2S Relate the theories of Optimised Production Technology (OPT) and the Theory of Constraints to business practice	Theory of Constraints | Lean | Waste | Bottlenecks | Advanced Planning and Scheduling (APS)

Operations and Supply Chain Management

SC2 Operations Management and Supply Chain Performance

SC2.3 Service, Value Adding and the Competitiveness of Supply Chains

Awareness

Competency	Knowledge areas
SC2.3.1A Describe how supply chain activities can add value to customers	Customer service performance | Value-adding and non-value adding operations and tasks | Customer perceptions of value-adds within service operations

Operational

Competency	Knowledge areas
SC2.3.1OP Demonstrate how Customer Relationship Management (CRM) is used to develop good relationships and categorise customers into different supply chain combinations	Vendor Managed Inventory (VMI) | Reverse logistics | Value adding: Customer care, customer support | Relationship Management: Cooperation, customer partnerships, joint ventures, complaints management | Customer categorisation| Strategic partnership agreements
SC2.3.3OP Apply techniques for converting customer requirements into product and service design	Drivers of product and services | New product and service criteria | Change management: engineering, processes, Shop Floor Control (SFC) | Product quality | Customer satisfaction
SC2.3.4OP Design and implement contingency plans to deal with performance failures in the supply chain	Trade-offs | Performance failure management | Total logistics lead time | Service levels | Customer profiling | Customer expectations | Supply chain interruptions

Strategic

Competency	Knowledge areas
SC2.3.1S Interpret and analyse competition and collaboration between supply chain entities in the context of global supply and demand	SLAs | Productivity and utilisation performance measurements | Collaboration for decarbonisation | Product life cycles and their impacts | Strategic approaches and added value | European and global market demand | Segmentation | Consumer behaviour
SC2.3.2S Analyse logistics concerns encountered by online retailing and omni-channel operations	Market trends | Channels of operation
SC2.3.3S Critically compare the importance of various resources in the success of a supply chain	Information systems | Performance data | Channels of operation

Operations and Supply Chain Management

SC2 Operations Management and Supply Chain Performance

SC2.4 Scheduling, Forecasting and Demand Satisfaction

Awareness

Competency	Knowledge areas
SC2.4.21A Summarise various aspects of demand planning and management	Types of demand | Basic scheduling concepts | Dependent and independent demand

Operational

Competency	Knowledge areas
SC2.4.1OP Plan the requirements of capacity, components and materials against time	Master Scheduling | Rough Cut Capacity Planning (RCCP) | Resource management | Forecasting techniques | Time series analysis
SC2.4.2OP Apply forecasting techniques to determine future requirements feeding into demand planning and demand management	Forecasting techniques: short term; long term | Forecasting systems | Consensus forecasting with cross-functional components | Demand planning
SC2.4.3OP Manage customer expectations through delivery promising, order servicing and sales based ordering	Performance monitoring: vendor managed inventory (VMI), effective consumer response (ECR) | Demand management | Demand features on a forecast | Supply requirements by location | Demand smoothing | MPS
SC2.4.4OP Apply forward and backward scheduling techniques where relevant	Production load levelling techniques | Infinite and finite scheduling techniques

Strategic

Competency	Knowledge areas
SC2.4.1S Investigate the practical scheduling implications of using theoretical models	Simulation | Closed-loop planning systems | Advanced planning and scheduling (APS) techniques

Supply Chain Sustainability and the Global Community

SUS1 Sustainable Development

SUS1.1 Social, Economic and Environmental Resilience of the Supply Chain

Awareness

Competency	Knowledge areas
SUS1.1.1A Describe the impact of sustainable good practice in logistics operations and discuss areas in which change is needed	Long-term initiatives | Organisational responsibilities | Corporate Social Responsibility (CSR) | Policy challenges and concerns | Organisational conflict: demand vs environment | Change management | Environmental impact | Green and sustainable logistics | The importance of sustainable logistics and transport operations | Pollution controls to reduce harm

Operational

Competency	Knowledge areas
SUS1.1.1OP Operate and manage basic environmental impact assessment methods	Environmental Impact Assessments (EIA) | Environmental standards | Carbon footprinting
SUS1.1.2OP Develop and monitor KPIs to improve environmental impact whilst maintaining the sustainability of business operations	Key Performance Indicators (KPIs) | Environmental monitoring and controls
SUS1.1.3OP Demonstrate improvement techniques offering solutions that balance fuel, energy, resource and cost	Fuel | Energy | Resources: physical; human | Costing techniques | Data management
SUS1.1.4OP Implement and manage operational practices and procedures to provide more sustainable business operations	Sustainable modal and multi-modal operations | Environmental monitoring tools and techniques | Environmental Impact Assessments (EIA)

Strategic

Competency	Knowledge areas
SUS1.1.1S Evaluate the environmental implications related to the different modes and types of freight transport operations	Sustainable modal and multimodal operations | Environmental Impact Assessments (EIA) | Government policy and data sources | Monitoring tools
SUS1.1.2S Evaluate the contribution and impact of an organisation in promoting a sustainable environment	Corporate Social Responsibility (CSR) | Environmental impact | Environmental standards
SUS1.1.3S Analyse available fuel types and their impact on sustainable business practice	Society | CSR | Fossil fuels | Alternative fuels | Vessel selection | Infrastructure | Fleet management
SUS1.1.4S Analyse the interactions between transport and land use	Transport planning | Economic issues | Social issues | Technical issues | Environmental | Developmental issues
SUS1.1.5S Critically evaluate current government policies on the environmental impact of transport and analyse the thinking behind current environmental policies	Environmental issues: noise; air; safety; visual impact; vibration; global warming | Environmental impact targets | Fuel | Legislation and policies

Logistics and Freight Movement

FM1 Principles of Logistics and Freight Operations

FM1.1 Freight Transport Operations and Services

Awareness

Competency	Knowledge areas
FM1.1.1A Describe the role of freight transport in society	Definitions | Types of movements | Regular, non-regular and demand driven
FM1.1.2A Identify the key characteristics of logistics operations and freight transport systems	Basic operational structures of different modes of transport | Components of the freight transport system | Constraints on supply | Modal choice | Trade-offs | Collection and distribution centres | Facilities and resources | Infrastructure | Freight service users
FM1.1.3A Describe the main types and classification of goods being moved	Types of freight | Market segments: raw materials, finished goods and parcel | Dangerous and hazardous goods | Specialist goods
FM1.1.4A Describe the characteristics of the major and principle minor modes of transport	Types of freight: air; water; road; rail; pipelines; drones; conveyors | International transport modes and facilities
FM1.1.5A Describe various modal management structures and how they are controlled and operated	The purpose, function, structure and organisation of different types of freight
FM1.1.6A Define the relevance of appropriate third parties in freight planning	Freight Forwarders | 3PL/4PL | Agents
FM1.1.7A Describe the nature of the demand for freight transport	Market forces | Seasonal demand | International agreements | Strategic alliances | Labour market

> We are living in a much more turbulent world and because of how connected global supply chains are, we have to be constantly on our toes and aware of what could be around the corner.
>
> ***Omera Khan FCILT***
> *Professor of Supply Chain Management, Royal Holloway- University of London*

Operational

Competency	Knowledge areas
FM1.1.1OP Coordinate freight transport operation planning	Transport Management Systems | Optimisation tools, techniques and technology | Structure and organisation | Principles underpinning regulatory systems | World geography: political boundaries; time zones; travel times
FM1.1.2OP Coordinate processes and procedures to support the movement of goods	International documentation and cargo booking procedures | Modes of transport | Monitoring of shipments | Regulatory systems applying to freight forwarding | International commercial terms (Incoterms) | Dangerous and Hazardous goods: classification; restrictions | Specialist goods | Outsourcing: 3PL/4PL | Safety and security | Freight interchanges: depots; terminals | Modal nodes
FM1.1.3OP Coordinate efficient and realistic planning of loads	Demand and supply patterns | Flow variation factors | Trade-off Analysis | Transit of goods | Infrastructure restrictions | Local legislation | Load type | Load attributes | Drivers hours | Safe loading and unloading
FM1.1.4OP Prepare resource plans for the movement of goods	Types and requirements of movement | Availability of resources: maintenance; crew; hours; cost; environmental

Strategic

Competency	Knowledge areas
FM1.1.1S Interpret the role of freight transport in relation to current economies, trade and society	Urban freight transport | Alternative fuel technologies | Freight transport systems | Economic activity expansion and growth | Current trading patterns | Modal component resource requirements | Environmental implications of different modes
FM1.1.2S Consider the wider planning implications and requirements relating to a new service or adapting an existing service	Land planning | Cost planning | Resource planning | Environmental planning | Customs
FM1.1.2S Evaluate various ways of managing a distribution network to inform improvements in operational efficiency	Regulation | Freight transport controls | Freight operations: Global, national, local operations | Control techniques: Custom procedures, consignment and crew security | Incoterms

Logistics and Freight Movement

FM1 Principles of Logistics and Freight Operations

FM1.2 Urban Freight Transport Operations

Awareness

Competency	Knowledge areas
FM1.2.1A Define urban freight summarising issues and challenges	The relationship between land use planning and transport | Changing patterns of demand for leisure | Rural and urban dwelling patterns | Changing employment patterns | Environmental impacts | Humanitarian logistics

Operational

Competency	Knowledge areas
FM1.2.1OP Evaluate freight traffic impacts when planning	Vehicle emissions | Autonomous vehicles | Load management | Surcharges | Social and economic | Safety | Speed | Noise | Air quality | Congestion | Maintenance of infrastructure | Humanitarian Logistics
FM1.2.2OP Coordinate stakeholder engagement for urban freight transport operations	Stakeholder groups | Urban freight | Humanitarian Logistics
FM1.2.3OP Innovate schemes and business models for urban freight	Consolidation | E-commerce | Sharing economy | (Joint) procurement plans and actions | Humanitarian Logistics

Strategic

Competency	Knowledge areas
FM1.2.1S Investigate advances and research in urban freight management and planning, apply relevant improvements and share best practice	Diversity of freight | Regional differences | Surveying techniques | Trends in freight transport operations | Problem solving in urban freight transport | Humanitarian Logistics

Logistics and Freight Movement

FM2 Regulation and Enforcement of the Movement of Goods

FM2.1 Mechanisms for Controlling Freight Operations

Awareness

Competency	Knowledge areas
FM2.1.1A Outline the main regulatory and monitoring mechanisms related to the movement of goods	Types of movement: regular; non-regular; demand driven | Freight and society | Freight transport components | Market segments | Types of freight | Reasons for movement
FM2.1.2A Classify the types of costs incurred in freight transport services	Type of costs | Charges, tariffs and rates | Volume discounts | Differential pricing
FM2.1.3A Describe the systems used to record details of the movement of goods	Journey records | Transaction records | Budgeting | Cost controls and measures | IT systems

Operational

Competency	Knowledge areas
FM2.1.1OP Coordinate the systems used to track and manage vehicle journeys	Vehicle tracking systems | Vehicle features | Modal nodes
FM2.1.2OP Monitor documents used to record freight transactions	Trade payment terms | International commercial terms (Incoterms) | Insurance | Financial transactions
FM2.1.3OP Accurately classify goods using correct best practice and standards	Types of goods | Physical features | Constraints | Dangerous and hazardous goods | Specialist goods

Strategic

Competency	Knowledge areas
FM2.1.1S Analyse the impact of regulatory constraints and risk implications of the movement of dangerous, oversized or hazardous freight	Dangerous and hazardous goods | Specialist goods | Legislation | Regulation | Transport network | Humanitarian Logistics

Logistics and Freight Movement

FM2 Regulation and Enforcement of the Movement of Goods

FM2.2 Incoterms and Contractual Obligations

Awareness

Competency	Knowledge areas
FM2.2.1A Describe the role and functions of Incoterms	International commercial transactions | International freight forwarding
FM2.2.2A Know the types of trade and terms of payment commonly in use for international commerce and their implications	Economic activity | Trading patterns | Value | Cultural, ethical and environmental considerations

Operational

Competency	Knowledge areas
FM2.2.1OP Oversee the process, controls and constraints of planning the movement of goods in the national and international contexts	Incoterms | International transactions | Trade patterns | Network planning | Modal choice | Legislation | Regulation | Types of goods
FM2.2.2OP Prepare relevant commercial documentation for an international commercial transaction	Contract management | Financial processes
FM2.2.3OP Coordinate adherence to the relevant regulations and controls for international transit	Transit | Regulations | International freight forwarding | Network planning | Legislation | Contract management | International logistics | International trade law | International commerce | Incoterms | Humanitarian Logistics | Cultural, ethical and environmental considerations

Strategic

Competency	Knowledge areas
FM2.2.1S Assess the risk in an international transaction and apply suitable contracts, arrangements and processes to mitigate	Insurance | Risk analysis | Contract management | International transactions | International standards

FM2.3 Local, National and International Distribution Networks

Awareness

Competency	Knowledge areas
FM2.3.1A Describe the role and functions of custom unions and free trade areas	International trade: Free trade areas, custom unions | Political, cultural, ethical and environmental considerations
FM2.3.2A Identify the organisations who regulate transport and enforce those regulations locally, nationally and internationally and the reasons for regulation	Geographical regulation: UK, Europe, International | Customs Authorities | Border Agencies | Custom tariffs | Modal choice

Operational

Competency	Knowledge areas
FM2.3.1OP Know the range of statutory regulations and legal requirements when moving goods internationally	International trade | Regulations | Legislation
FM2.3.2OP Coordinate customs procedures and preparation and control of documentation for moving freight and crew across frontiers	Custom procedures | Resource management | Contract management | Document management

Strategic

Competency	Knowledge areas
FM2.3.1S Compare the impact of regulations in custom unions and free trade areas on costs	Regulations | PESTLE analysis | International transactions
FM2.3.2S Assess the implications of quantity regulation and quality regulation for operators, vehicles/carrying units and transport staff on efficient operations	Dangerous and hazardous goods | Specialist goods | Quality control | Modal choice | Regulation | Goods characteristics | Driver welfare | Disruptors
FM2.3.3S Analyse the different sources and destinations of goods advising on appropriate use of resources	Resource management | Types of goods | Physical features | Constraints | Dangerous and hazardous goods | Specialist goods | Supply chain visibility | Network planning

Planning in Transport

TP1 Infrastructures and Network Solutions

TP1.1 Transport Infrastructure and Network Resilience

Awareness

Competency	Knowledge areas
TP1.1.2A Describe transport infrastructure and how it applies to different modes	Modal choice: characteristics, vehicle features, modal nodes and links | Hierarchy of infrastructure

Operational

Competency	Knowledge areas
TP1.1.1OP Consider the resources and needs required by different types of infrastructure to meet passenger requirements	Suitability: accessibility; affordability; dependability; speed; frequency; comfort; convenience; capacity; safety and security | Infrastructure: interchanges; networks; environmental impact; capital and operating costs; features; amenities
TP1.1.2OP Identify options to meet needs and demands for travel and evaluate using relevant criteria	Transport demand | Travel demand | Modal choice: active travel; vehicular travel | Equality and accessibility | Construction design management | Health and safety
TP1.1.3OP Apply the principles of network design and the appropriate modelling techniques	Network design | Modelling and appraisal techniques | Problem solving

Strategic

Competency	Knowledge areas
TP1.1.1S Understand the impact and management of synergies and conflicts between passenger and freight transport within and between the modes	Infrastructure design | Infrastructure capacity | Synergies of different modes of transport | Conflicts of different modes of transport | Transport Planning | Economies of scale | Customer service
TP1.1.2S Define the role of infrastructure in providing the facilities needed for operation and identify the resources required by different types of infrastructure	Integrated development strategies | Transport planning | Intermodal and intramodal transport

Planning in Transport

TP1 Infrastructures and Network Solutions

TP1.2 Transport Nodes and Connecting Links

Operational

Competency	Knowledge areas
TP1.2.1OP Carry out the relevant elements of travel planning	Travel planning | Travel choice | Travel patterns | Legislation and funding

Strategic

Competency	Knowledge areas
TP1.2.1S Critically analyse barriers faced in moving goods and people, with a view to improving the transport experience	Modal choice: behaviour, integration | Travel planning | Society | Legislation | Market segmentation | Customer service
TP1.2.2S Influence the integration and the interchange requirements needed to produce a "seamless journey"	Transport integration | Journey components | Costs | Legislation and funding

TP1.3 Demand and Capacity Management

Awareness

Competency	Knowledge areas
TP1.3.1A Identify and describe the factors influencing different journey types and why people need to travel	Passenger types | Passenger characteristics | Passenger journey types | Service requirements | Service characteristics | Safety and security

Operational

Competency	Knowledge areas
TP1.3.1OP Demonstrate the principles of creating, measuring and satisfying demand	Travel patterns | Regular journeys | Resource management | Trend analysis | Travel behaviour | Forecasts | Data analysis
TP1.3.2OP Improve services through analysis of capacity and resource requirements of the transport infrastructure	Network operational problems: mobility; hazards; collision black spots; congestion; limitations; demand and supply conflicts | Performance monitoring | Resource management

Strategic

Competency	Knowledge areas
TP1.3.1S Analyse the relationship between supply and demand in a given transport system, understanding the economic concepts of supply and demand	Travel demand management tools | Transport patterns: leisure; employment; private sector | Transport trends

Planning in Transport

TP1 Infrastructures and Network Solutions

TP1.4 Information Systems and Intelligent Mobility

Awareness

Competency	Knowledge areas
TP1.4.1A Describe the methods used to communicate information on routes and times to passengers	Communication | Information management | Technology | Travel planning

Operational

Competency	Knowledge areas
TP1.4.1OP Plan services using relevant systems to meet customer needs	Technology | Transport Planning | Customer Service | Market segmentation | Accessibility | Intelligent transport system
TP1.4.2OP Follow the principles of network design and the appropriate modelling techniques	Network design | Modelling and appraisal techniques

Strategic

Competency	Knowledge areas
TP1.4.1S Understand the importance of information provision and communication between the parties involved in passenger transport to improve usage	Communication | Information management | Technology | Travel planning | Stakeholder management: engagement; community

Planning in Transport

TP2 Planning within Transport

TP2.1 Policy Planning for Transport

Awareness

Competency	Knowledge areas
TP2.1.1A Define the concepts of development planning, transport assessments and accessibility mapping	Transport planning principles and concepts | Travel choice | Travel behaviours | Freight and supply | Land use
TP2.1.2A Define the role of government in transport and understand the differences in planning legislation and policy	Translation of travel needs and demands into policy | Processes of performance monitoring and policy review

Operational

Competency	Knowledge areas
TP2.1.1OP Manage approval procedures for a range of transport projects	Local authority powers | Planning requirements | Transport and Works Act | Equality Act | Public consultation | Public enquiries | Project Management
TP2.1.2OP Implement policy reviews and monitor performance against expected outcomes	Government requirements | Targets | Local transport plans | Value | Policy review
TP2.1.3OP Develop operating strategies that take advantage of the opportunities provided by government policy	UK policy and regulation | International governmental policy impact

Strategic

Competency	Knowledge areas
TP2.1.1S Analyse the modes of transport favoured by a particular political power-base and the effect this may have on the availability of subsidy	Political theories | The role of government | Pressure groups | Scenario planning
TP2.1.2S Analyse the level of influence held by different societal groups on the political decision-making process affecting transport policy making and the impact of pressure groups on a given transport decision	Social inclusion | Pressure groups | The role of government | Scenario planning
TP2.1.3S Review the relationship between transport planning and policy making, evaluating the impact of government and EU policy on transport planning and operations	UK Governmental policy | EU Governmental policy | International governmental policy | Transport policy | Planning and highways

Planning in Transport

TP2 Planning within Transport

TP2.2 Transport and Spatial Planning

Operational

Competency	Knowledge areas
TP2.2.1OP Contrast the conflict of interest between business and population needs for transport	Market segmentation | Market analysis | Relationship between land-use and transport planning

Strategic

Competency	Knowledge areas
TP2.2.1S Evaluate the role of transport proposals within an integrated development strategy understanding the administrative framework of land-use and transport planning	Statutory planning systems and guidance | Transport integration | Transport systems

TP2.3 Transport Planning

Awareness

Competency	Knowledge areas
TP2.3.1A Illustrate how passenger and goods transport planning and provision are linked and influence one another	Passenger and freight planning | Measures applied where linkage between passenger and goods transport occur

Operational

Competency	Knowledge areas
TP2.3.1OP Develop and implement a four-stage transport plan and apply appropriate analytical methods to given scenarios	Scenario Planning | Trip generation | Trip distribution | Modal split | Assignment
TP2.3.2OP Forecast the impact of change on transport networks, understanding the advantages and disadvantages of the different forecasting techniques	Economic concepts of demand and supply | Forecasting techniques | Transport modelling
TP2.3.3OP Develop plans from a given strategy using best practice	National, regional and local policy and strategy | Local transport plans | Government guidance | Transport investment and funding

Strategic

Competency	Knowledge areas
TP2.3.1S Analyse the demand for transport, understanding the nature and purpose of transport planning and ensuring access and mobility needs are considered	Travel demand management | Transport planning | Accessibility to transport and life chances

Planning in Transport

TP2 Planning within Transport

TP2.4 Market Intelligence and Economic Appraisal

Strategic

Competency	Knowledge areas
TP2.4.1S Define strategies to promote economic development through the provision of transport	Economic concepts of supply and demand | Transport and economic development | Travel demand management
TP2.4.2S Analyse the transport market for goods and people to develop services better suited to the target market, understanding the concept of market segmentation	Market segmentation | Market analysis | Appraisal tools
TP2.4.3S Compare and contrast alternative funding mechanisms, understanding their strengths and limitations	Private funds | Public sector funds

> Future supply chains will have to be very responsive, cope with mass customisation not mass production and most of all, be sustainable.
>
> ***Dave Manning FCILT***
> *Managing Director DM Integration Ltd*

People Mobility

PAS1 Passenger Transport Operation and Principles

PAS1.1 Passenger Movement Principles

Awareness

Competency	Knowledge areas
PAS1.1.1A Describe passenger movement structure internationally, nationally, regionally and locally	Passenger management principles | Types of service | Categories of passengers | The role of public and private sector organisations | Components and functions of a passenger transport system
PAS1.1.2A Describe the nature of the demand for passenger transport	Passenger market segments | Demand service solutions | Service requirements | Categories of passengers

Operational

Competency	Knowledge areas
PAS1.1.1OP Apply the appropriate standards of efficiency, safety and security when operating passenger services	Risk assessment | Safety and security precautions | Perceptions: modal choice; accidents; on-board; off-board | Health and safety | Equality Act
PAS1.1.2OP Operate and utilise relevant passenger transport information systems	Intelligent transport information systems | Passenger experience | IT systems | Load consolidation | Route planning and scheduling
PAS1.1.3OP Develop plans to meet demand for regular passenger transport operations	Scheduled and non-scheduled services | Sources of demand | Demand for international passenger movements | Constraints on route planning | Constraints on supply | Demand management: traffic management techniques; pricing; traffic control | Routes, schedules and timetables
PAS1.1.4OP Implement and maintain customer/passenger focused quality management systems and strategies	Policy, public consultation and data collection techniques | Methods of evaluating planning and procuring transport services | Performance monitoring

Strategic

Competency	Knowledge areas
PAS1.1.1S Evaluate the mechanisms for maximising resource utilisation	Organising routes into networks | Planning vehicles | Planning staff duties

People Mobility

PAS1 Passenger Transport Operation and Principles

PAS1.2 Modes, Modal Choice and Transport Integration

Awareness

Competency	Knowledge areas
PAS1.2.1A Describe and compare the characteristics of different modes of passenger transport	Physical characteristics | Operational characteristics | Capital | Modal integration | Inclusion and diversity
PAS1.2.2A Define the purpose and role of terminals and interchanges describing the spatial and land locations	Role and functions of interchanges | Role and functions of terminals | Facility requirements | Passenger requirements | Operator requirements

Operational

Competency	Knowledge areas
PAS1.2.1OP Assess the main factors when planning interchanges in the transport network	Multimodal interchanges | Safety and security | Time | Capacity | Modal requirements | Maintenance | Whole life cycle
PAS1.2.2OP Analyse the suitability of the various modes of transport for the movement of people	Travel planning: modal combination; availability; time tables; scheduling; requirements | Intramodal and intermodal techniques and practices | Alternative modes | Land use

Strategic

Competency	Knowledge areas
PAS1.2.1S Understand the drivers of passenger choice using appropriate market analysis	Market intelligence | Passenger types | Passenger characteristics | Passenger journey | Service requirements | Service characteristics | Safety and security | Inclusion and diversity
PAS1.2.2S Identify and analyse modal trends informing a modal split analysis	Transport planning | Modal choice | Accessibility and inclusion | Demographic statistics | Society | Modelling and appraisal

People Mobility

PAS2 Services and Interoperability

PAS2.1 Passenger Movement Costing, Pricing, Obligations and Subsidies

Awareness

Competency	Knowledge areas
PAS2.1.1A Outline the funding streams available within different modes of passenger transport operations	Revenue | Funding streams | Social inclusion | Relationships between cost, pricing and profit | Stakeholder and requirement
PAS2.1.2A Outline the aims and objectives of the public sector, the private sector and private investors within the passenger transport industry	Revenue: controls and budgets | Social inclusion | Demand control | Pricing

Operational

Competency	Knowledge areas
PAS2.1.1OP Apply the different methods of calculating charges to customers and be able to differentiate between charges using given cost data	Principles of generalised cost | Pricing | Cost data | Economics and appraisal
PAS2.1.2OP Know the accounting principles and financial control methods used by passenger transport operations	Principles of generalised cost | Financial controls | Accounting principles

Strategic

Competency	Knowledge areas
PAS2.1.1S Summarise the methods used to measure operational performance, differentiated pricing of products to create or control demand and how to identify and control peak demand	Key Performance Indicators (KPIs) | Pricing | Demand Management

People Mobility

PAS2 Services and Interoperability

PAS2.2 Passenger Transport Ownership, Control, Policies and Legislation

Awareness

Competency	Knowledge areas
PAS2.2.1A Identify organisations that regulate transport into and out of the UK describing their role and function	Customs and immigration | Quantity regulation and quality regulation | Vehicles/carrying units and transport staff | Regulatory bodies: international and national

Operational

Competency	Knowledge areas
PAS2.2.1OP Apply, where relevant, the legal controls and constraints of national and international movements of people	Legislation | International conventions | International transport | Legal requirements | Customs | Regulation | Efficiency, safety and security

Strategic

Competency	Knowledge areas
PAS2.2.1S Analyse the relevant activities of local authorities in terms of impact on passenger transport provision	Local Authorities | Regulation | Fares and ticketing | Information and marketing | Infrastructure | Routes

> Transport planners have plenty to juggle, but we know our transport systems are fundamental to the success of modern-day communities.
>
> ***Daniel Parker-Klein MILT***
> *Director of Public Policy and Communications, The Chartered Institute of Logistics and Transport*
> *Director, PTRC Education & Research Services Ltd*

People Mobility

PAS2 Services and Interoperability

PAS2.3 Access and Inclusion through Transport

Awareness

Competency	Knowledge areas
PAS2.3.1.A Describe the role of transport in society and the interaction between the development of transport and of society	Passenger journey | Passenger characteristics | Social inclusion | Societal changes | Accessibility | Equality and diversity

Operational

Competency	Knowledge areas
PAS2.3.1OP Identify the factors that impact on transport needs	Modal journey | Demographics | Geography and land use | Demand and supply | Environment | Accessibility | Mobility | Social Inclusion

Strategic

Competency	Knowledge areas
PAS2.3.1S Investigate the link between access to transport and life chances	Quality of life | Accessibility | Social inclusion | Passenger journey | Equality and diversity
PAS2.3.2S Analyse the effect of transport policy on social exclusion	Policy | Social inclusion | Society: socio-economic grouping; historic activity; current and future trends | Accessibility | Mobility
PAS2.3.3S Research the interaction between the evolution of transport, society and how changes in society affect transport decisions	Society: socio-economic grouping; historic activity; current and future trends

Leadership, Management and Engagement

LE1 Leadership and Management

LE1.1 Leadership, Organisational Culture and Change Management

Awareness

Competency	Knowledge areas
LE1.1.1A Reflect on performance, identifying and acting on learning and development needs	Tools to analyse own performance | Professional development planning
LE1.1.2A Summarise how a business develops, communicates and deploys its policies, strategies and plans throughout the organisation	Types of management structure | Strategic roll out | Mission and vision statements | Objectives, goals and measures | Communication techniques

Operational

Competency	Knowledge areas
LE1.1.1OP Empower individuals to perform, encouraging and supporting their use of improvement techniques	Concepts and implications in the context of continuous change | Correct leadership style for given situations | Building high performing teams | Continuous improvement techniques
LE1.1.2OP Recognise signs of conflict and take preemptive action to address potential conflict situations that could impact operational effectiveness	Aims of conflict management | Formal dispute resolution | Conflict management strategies | Change and transition curve | Conflict analysis
LE1.1.3OP Develop and implement organisational strategy and plans	Managing change | Impact of different business models and propositions | Strategic planning tools and theories | Ethical and value based leadership practice | Organisational vision, culture and values | Horizon scanning and conceptualisation | Disruptive technologies

Strategic

Competency	Knowledge areas
LE1.1.1S Demonstrate an understanding of multi-generational workforce trends	Needs of the different generations to adapt organisational strategy, policies, procedures and processes accordingly

Leadership, Management and Engagement

LE1 Leadership and Management

LE1.2 Performance Measurement and Management

Awareness

Competency	Knowledge areas
LE1.2.1A Know the types of targets and indicators that are used to monitor performance	Reasons why performance must be measured | Measuring your own performance | Self-assessment and reflection | Parameters

Operational

Competency	Knowledge areas
LE1.2.1OP Coordinate the use of management information in the development of organisational objectives	Business reporting tools and methodology | Balanced scorecards | Effective parameters
LE1.2.2OP Manage the training and development of teams and individuals using appropriate tools and methodologies	Training needs analysis | Levels of competence | Scope of accountability | Prioritisation of needs | Learning styles | Administration of training | Training evaluation
LE1.2.3OP Oversee a fair and objective performance management process ensuring performance is reviewed using effective, valid and reliable data	SMART objectives aligned | Individual personal development | Benchmarking techniques | Reward and recognition practices | Counterproductive behaviours | Key Performance Indicators (KPIs) to achieve departmental and organisation goals

Strategic

Competency	Knowledge areas
LE1.2.1S Monitor progress and trends towards the achievement of strategic objectives	Accurate, relevant and consistent reporting of metrics | Needs and limitations of the market, environment and stakeholders

Leadership, Management and Engagement

LE1 Leadership and Management

LE1.3 Costing, Finance and Resourcing

Awareness

Competency	Knowledge areas
LE1.3.1A Understand the need and impact of sound financial mechanisms for organisations to succeed and remain competitive	Components and processes for commercial transactions | Summarise the principles of budgets, variance and cash flow

Operational

Competency	Knowledge areas
LE1.3.1OP Operate effective and compliant financial reporting	Legal requirements | Budget control methodology | Income and expenditure | Profit and loss
LE1.3.2OP Develop and manage specifications for procuring resources, gaining support from colleagues and specialists where necessary	Contracts and statements of work | Procurement best practice | Acquisition process | Procurement life cycle | Procurement performance | Public procurement
LE1.3.3OP Develop and agree budgets with accurate forecasting	Cash flows | Assets | Liabilities | Sales | Surplus | Forecasting | Monitoring techniques to apply any re-forecast | Cost and management accounting | Capital expenditure

Strategic

Competency	Knowledge areas
LE1.3.1S Analyse the factors associated with various trading methods and risk to financial security	The role of legislation and implications of global trade | Applying economic theory to decision-making | Influence financial strategies | Tools used to trade and move money securely

Leadership, Management and Engagement

LE2 Customer Engagement

LE2.1 Customer Service and Relationship Management

Awareness

Competency	Knowledge areas
LE2.1.1A Identify the need for organisations to build and maintain relationships with customers	Characteristics of different types of customers and their requirements | Measuring effective customer service | What is 'good' service?

Operational

Competency	Knowledge areas
LE2.1.1OP Operate an effective customer service process with Service Level Agreements (SLAs)	Responses to change in service from different customer groups | Appropriate tools to enhance the customer experience | Communicate customer needs and wants
LE2.1.2OP Influence stakeholders to achieve collaborative outcomes, using appropriate strategy, tactics and behaviours	Engagement techniques | Planning to influence | Influencing techniques | Commercial awareness | Negotiating techniques
LE2.1.3OP Coordinate effective management of Customer Relationship Management (CRM)	Complex relationships across multiple and diverse stakeholders | Stakeholder mapping and management | Relevant models for the analysis of strategic relationships | Software systems
LE2.1.4OP Compile and present information and updates to internal and external stakeholders	Using common business software | Presentation skills to deliver communications | Data vs Information | Effective communication methods
LE2.1.5OP Operate adequate and effective processes for handling customer concerns	Complaint management techniques | Quality management systems | Effective escalation processes

Strategic

Competency	Knowledge areas
LE2.1.1S Analyse customer insight data to determine and drive customer service outcomes to improve customer relationships.	Feedback | Survey methodology | Data collection techniques | Reviews and social media

Leadership, Management and Engagement

LE2 Customer Engagement

LE2.2 Marketing and Market Principles

Awareness

Competency	Knowledge areas
LE2.2.1A Identify the objectives of marketing activities for organisations in the public, private and not-for-profit sectors	Internal dependencies that influence the success of marketing, eg IT, finance, sales, operations | Mission, vision and values | Unique Selling Points (USPs)
LE2.2.2A Describe brand theory	Innovation in product and service design | Brand awareness | Retail brand ethos and values | Brand management | Perceived value | Target markets | Brand equity

Operational

Competency	Knowledge areas
LE2.2.1OP Practice the principles of product development and maintaining product/service portfolios	Legislative and regulatory frameworks affecting marketing operations | Market research | Product life cycles | Future proofing | Competitive markets
LE2.2.2OP Contribute to marketing activity plans	Marketing tactics to acquire or retain one or more customer segments | Analysis of external and internal marketing data to inform discussions about planning | Marketing principles and methodology

Strategic

Competency	Knowledge areas
LE2.2.1S Research the customer journey and the customer segments relevant to their market	Target audience decision making process | How the customer journey is impacted | Current and future customer needs and purchasing trends | Marketing communication channels and media | Research techniques and analysis
LE2.2.2OP Investigate the impact of brand and brand values on employee and customer engagement and understanding	Research techniques and analysis | Market leaders and best practice principles | Management methodologies | Corporate governance

Data and Technology

DT1 Data Collection, Analysis and Forecasting

DT1.1 Data Collection, Analysis and Forecasting

Awareness

Competency	Knowledge areas
DT1.1.1A Define data and information	Classify data formats, structures and data delivery methods including “unstructured” data | Identify different types of data

Operational

Competency	Knowledge areas
DT1.1.1OP Identify relevant business data that needs to be collected and transitioned from a range of data systems	Best practice and processes for data quality checking and cleansing | Routine data analysis tasks | Collation and evaluation of organisationally relevant information | Tools used for data integration | Identified intelligence gaps
DT1.1.2OP Understand the variety of data available that aids problem solving and decision making and improves organisational performance	Ethically sourced data | Open source data

Strategic

Competency	Knowledge areas
DT1.1.1S Encourage appropriate intelligence collection that complies with legal frameworks for sensitive and classified material	Ways to improve behavioural change | Understanding of legal case studies and transitional impact

Data and Technology

DT1 Data Collection, Analysis and Forecasting

DT1.2 Data Handling – Methodologies and Data Presentation

Awareness

Competency	Knowledge areas
DT1.2.1A Define the principles of data driven analysis and how to apply them	Data structures | Database system design, implementation and maintenance

Operational

Competency	Knowledge areas
DT1.2.2OP Apply industry-standard tools to undertake analytical investigations of data	Variety and range of data | Data quality issues | Benefits and value of analytics techniques | Data visualisation | Operational elements of statistical analysis

Strategic

Competency	Knowledge areas
DT1.2.1S Analyse data handling models to inform and improve organisational outcomes	Reports to understand the threats, harm and risks faced by organisations

DT1.3 Data Governance – Legal, Social and Ethical

Awareness

Competency	Knowledge areas
DT1.3.1A Identify how your role effects and is affected by the requirements of GDPR within your organisation	Ethical data usage | Legislation and regulations

Operational

Competency	Knowledge areas
DT1.3.1OP Interpret and apply data and information security standards, policies and procedures	Managing sensitive material | Controls for internal delegation | Control of information and records
DT1.3.2OP Ensure organisational compliance with regulations, standards and codes of good practice	Records management | Information assurance and data protection | Protect against and mitigate physical and cyber security risks | ISO standards

Strategic

Competency	Knowledge areas
DT1.3.1S Investigate the implications for loss of sensitive material to mitigate against and improve processes relating to effective data management	Methods required to protect against physical and cyber security risks | Best practice | ISO standards

Data and Technology

DT2 Technology, Modelling and Simulation

DT2.1 Technology, Automation and Innovation

Awareness

Competency	Knowledge areas
DT2.1.1A Identify the main elements used in Information Communications Technology (ICT)	Technology in communications: network components; applications; systems; devices; platforms; software | Digital Technology

Operational

Competency	Knowledge areas
DT2.1.1A Contribute to workplace transformations of technology based business change programmes	Understanding of the business context | Benefits of automation | Project methodology | Cultural change

Strategic

Competency	Knowledge areas
DT2.1.1S Investigate how innovation and digital technology impact on data and knowledge management to inform business decision-making	Knowledge creation | Technology infrastructure | Big data | Artificial Intelligence (AI) | Smart technologies | Apps
DT2.1.2S Evaluate the impact of advances in systems technology	Globalisation | Society | Regulation | Detrimental Effects | Monitoring | Ethics | Collaboration

> The challenge for transport professionals is to remember why people need to travel, as well as trying to just reduce the harmful impacts.
>
> ***Ann Frye OBE BA FCILT FCIHT***
> *Director Ann Frye Limited*
> *Vice-Chair Accessibility and Inclusion Forum*

Efficiency, Quality and Risk

EQ1 Operational Effectiveness

EQ1.1 Continuous Improvement, Optimisation and Lean Principles

Awareness

Competency	Knowledge areas
EQ1.1.1A Define business use and application of Continuous Improvement (CI) techniques	CI Principles | Overview of improvement techniques and general uses | Outputs of CI

Operational

Competency	Knowledge areas
EQ1.1.1OP Demonstrate application of business improvement concepts to a wide range of business functions	Process thinking to improve performance | Effective root cause analysis and mistake proofing techniques | Evidence-driven problem definition | Statistical process control | Lean principles and methodology
EQ1.1.2OP Use qualitative and quantitative analysis of data to carry out benchmarking to support an improvement programme	Statistical techniques | Type of data | Scales | Correlation | Types of averages | Benchmarking methodology

Strategic

Competency	Knowledge areas
EQ1.1.1S Promote ways that an organisation can improve customer insight to enable focused improvement activities	Feedback mechanisms | Target market | Customer value data | Stakeholder communication | Constraints

Efficiency, Quality and Risk

EQ1 Operational Effectiveness

EQ1.2 Project Management

Awareness

Competency	Knowledge areas
EQ1.2.1A Define the principles of project management	Project management | Key steps a project moves through

Operational

Competency	Knowledge areas
EQ1.2.1OP Prepare a business case to secure the provision of resources needed for projects and initiatives	Research, assess and prioritise stakeholder needs | Dependencies and constraints | Define project outcomes
EQ1.2.2OP Use widely recognised project management tools ensuring compliance of agreed contractual obligations for the provision of goods and services, managing any variances	Project appraisal and evaluation | Structured project reviews | Change control process | Project appraisal and evaluation | Contractual obligations for the provision of goods and services

Strategic

Competency	Knowledge areas
EQ1.2.2S Assess organisational maturity, identifying additional capabilities	Performance assessments | Maturity grids | Standard frameworks | Setting base standards | Business process optimisation

Efficiency, Quality and Risk

EQ1 Operational Effectiveness

EQ1.3 Quality Management

Awareness

Competency	Knowledge areas
EQ1.3.1A Describe the concept of quality management in a business	Key aspects of the quality improvement cycle | Total Quality Management (TQM)

Operational

Competency	Knowledge areas
EQ1.3.1OP Operate Total Quality Management (TQM) philosophies and frameworks	Tools and techniques of TQM
EQ1.3.2OP Select and use appropriate tools and techniques for controlling, improving and measuring quality	Implementation of certified management systems | KPIs | Benchmarking | Best practice | Scorecards

Strategic

Competency	Knowledge areas
EQ1.3.1S Embed quality management into the culture of an organisation	Core values | Leadership emphasis | Message credibility | Peer involvement | Encouraging employee ownership of quality issues | Promoting empowerment

Efficiency, Quality and Risk

EQ2 Risk Management

EQ2.1 Risk Identification, Reduction and Safety Management

Awareness

Competency	Knowledge areas
EQ2.1.1A Describe the main health and safety considerations in logistics and transport operations	Work related road safety | Lifting and material handling aids | Shift work | Manual handling | Specialist goods handling | Safety of loads on vehicles | Working at height | Site transport
EQ2.1.2A Summarise the importance of Health, Safety and the Environment (HSE) at work and how these contribute to achieving customer service standards	Scope and nature of workplace health and safety | Reasons for practicing good standards of health and safety | Role of workplace health, safety and fire law | Enforcement agencies and possible enforcement actions | Internal and external sources of health and safety information

Operational

Competency	Knowledge areas
EQ2.1.1OP Operate to the requirements of the global risk management standard ISO31000 – principles, process and framework	Types of risks | Attributes of risk management | Governance | Process controls | Leadership | Criteria for success | Human and cultural factors | ISO standards
EQ2.1.2OP Support relevant legal and regulatory requirements governing the safe running of organisations	Difference between 'risk' and 'hazard' | Purposes of risk assessment | HSE roles and responsibilities of relevant parties | Systems to effectively manage health and safety | Reasons for good standards: moral, legal, financial

Strategic

Competency	Knowledge areas
EQ2.1.1S Oversee compliance to the legal responsibilities of logistics employers and employees relating to health and safety	HSE management systems | Role and content of a health and safety policy | Effective hazard identification, risk assessment and control | Effective communication with workers | Monitoring and checking health and safety performance through techniques: accident data; inspections; surveys; audits
EQ2.1.2S Proactively identify risk and create plans for mitigation, identifying barriers/challenges and how to overcome them	Risk sources | Potential events, their consequences and their likelihood | Control Principles | Human and cultural factors | Evaluation

> To achieve the emission reduction and other targets we have set ourselves, we need to look at the world differently and change the expectations of our customers and consumers.
>
> ***Steve Tainton FCILT***
> *Head of Sustainability and CSR at Wincanton; Member of Environment and Sustainability Forum*

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