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French Job Descriptions and Qualifications Report

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General Information

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Introduction

Common deployment method agreed by all partners regarding Central Presentations and specific national and organisational contexts.



French Environment Analysis

The strong decline of the economic climate continues to weigh heavily on the transport and logistics sector. This last downfall, mainly due to a dip in consumption is linked to rising unemployment and the effects of austerity policies. Therefore, after 1993 and 2012, 2013 will see the 3rd drop in household spending since 1949. According to the INSEE index, French economic activity could, nevertheless, experience a brighter spell at the end of the year, with a

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smaller drop in investments in companies and a stabilization of the manufacturing output, linked to a rise in exports and stock replenishment.

Overview of the transport and logistics market in France: focus on companies and employment

The number of companies has been increasing

According to the SIRENE data provided by the French national institute of statistics, the number of companies with no employee (meaning self-employed) represent 44% of the total number of companies. They enjoyed an increase of 0,4% in 2011.

According to ACOSS statistics, the number of companies with at least one employee increased by 0,9% in 2011 in the conventional branch. The most significant increases were those of the number of logistics service provider firms (+3, 7%), the number of passenger road transport firms and freight road transport (respectively +0.8 % and +0.1%).

The only decrease observed in 2011 corresponded to the number of transport auxiliary firms (-3, 4%).

There are 649 227 employees in the transport and logistics branch meaning +1, 4% in 2011.

The number of employees in the transport and logistics branch has been increasing for a couple of years. Indeed, in 2010 it increased by 1,2% (total of 640 264 employees) whereas in 2011 it increased by 1,4%. It is noteworthy that the number of employees is pretty similar to that of before the crisis in 2008.

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EVOLUTION 2011/2010 OF THE NUMBER OF SALARIED EMPLOYEES BY SECTOR OF ACTIVITY

Activities	Freight road transport	Passenger road transport	Removal	Hiring of vehicles with driver	Transport auxiliary	Logistics providers	Medical transport	TOTAL
Number of salaried employees 31.12.2011	334 097	89 579	12 260	23 803	98 391	38 502	52 594	649 227
Evolution in 2011	2,4%	2,3%	0,7%	1,2%	-3,4%	3,7%	1,6%	1,4%
Evolution in 2010	1,8%	3,1%	2,6%	-1,5%	-3,1%	2,9%	2,9%	1,2%

Source : ACOSS and Pôle emploi (champ UNEDIC) , Data adjusted to the conventional branch

In 2011, the job growth rate is pretty high in the logistics service sector (+3,7%), as well as in the freight road transport sector (+2,4%) and in the passenger road transport sector(+2,7%), unlike in the transport auxiliary sector (-3,4%) which has been facing a continuous growth since 2007.

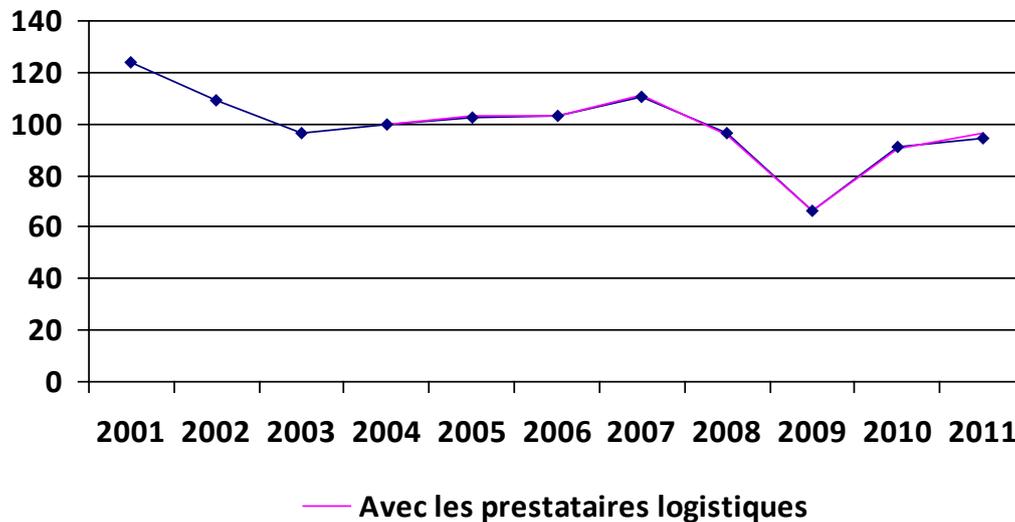
In total, the branch created 8 960 jobs in 2011, against 7 760 jobs in 2010, of which 1 980 in the passenger road transport sector.

There was an increase of 10% in the recruitments in 2011 representing a total of 118 123 recruitments.

Within the whole branch, the hiring rate for permanent employees increased by 15% in 2011.

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HIRING EVOLUTION (INDEX WITH BASE 100 ON 31.12.2004)



Source : Enquête Tableau de bord, Data adjusted to the conventional branch

The increase in the recruitments is effective all sectors except that of medical transport (-7%), whose number has been stagnating since 2010.

The older workers were the main ones to benefit from this increase in the hiring rate.

72% of the recruitments concerned drivers.

HIRING AND VACANCIES ISSUES

According to the Bureau de la main d'oeuvre (BMO) on the manpower needs expressed by the French companies in 2013, the following data can be presented, all dealing with the logistics activity.

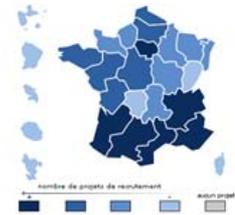
We first studied and highlighted data concerning jobs related to the warehouse operations distributing the data among unskilled and skilled logistics operators.

In both cases, the companies expressed difficulties in hiring such job handlers amounting to 30%

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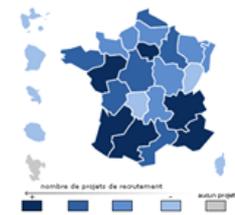
Unskilled logistics operators (packing and handling)

Number of recruitment projects	911
Difficulty in recruiting	29,1%
Seasonal employment	17,8%



Skilled logistics operators (Forklift drivers...)

Number of recruitment projects	15 195
Difficulty in recruiting	25,9%
Seasonal employment	39,3%



Regarding positions similar to the warehouse manager, the following data can be presented

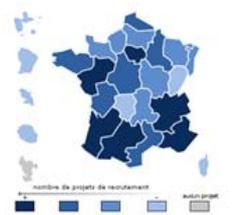
Warehouse supervisor

Number of recruitment projects	1 431
Difficulty in recruiting	49,5%
Seasonal employment	13,1%



Logistics supervisors

Number of recruitment projects	951
Difficulty in recruiting	36,8%
Seasonal employment	11,2%



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It is noteworthy that companies in 2013 found great difficulties in hiring such positions supporting thus LIST choice in this kind of qualifications.

Besides, a study conducted by the French Ministry of Employment, supports also the need to address and develop qualifications such as the warehouse operator ones. Indeed, according to this study, there will be a high number of vacancies between the 2010-2020 period as shown in the table below:

Source : Employment Ministry Study (vacancies -2020 horizon)

	Professional category	Dominant level of qualification	Number of jobs in 2020 (thousands)	Net job creation		Net job creations 2010-2020 (thousands)	Number of retirees 2010-2020 (thousands)	Vacancies 2010-2020		Women share (%)		Median age 2008-2010
				1990-2000 (thousands)	2000-2010 (thousands)			in thousands	% of employment	2008-2010	2020	
J category : transports logistics and tourism	Handling: unskilled workers	Unskilled workers	331	-7	-105	-2	56	54	1,6	30	28	36
	Handling: skilled workers	Skilled workers	469	90	3	24	95	119	2,6	15	16	40
	Drivers	Skilled workers	755	42	-7	3	202	205	2,7	11	12	42
	Transport: operating agent	Mid-level	111	10	38	16	25	41	4	19	22	40
	Transport and tourism: administrative and commercial agents	Skilled employee	186	10	21	8	34	43	2,3	54	54	38
	Transport and logistics: executive positions	Executive	96	19	24	11	21	32	3,5	22	27	43
	TOTAL	n.a	1948	163	-26	61	433	494	2,6	20	21	n.a

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Some general concerns regarding pharmaceutical and perishable good logistics

Perishable good logistics relies on cold chain system to maintain relevant temperatures during handling and transport. When perishable commodities are transported from producers to consumers, they are expected to stay fresh across considerable distances. Perhaps one of the most important keys to success in the cold chain is controlling the temperature in various shipping circumstances. This is particularly challenging when considering that different products require different temperature maintenance.

The temperature controlled movement of pharmaceuticals and medical supplies is a much more recent activity than the shipping of refrigerated or frozen food. Since the 1950s, logistical third party companies began to emerge and institute new methods for successfully transporting these global commodities. Before their emergence, cold chain processes were mostly managed in house by the manufacturer.

PHARMACEUTICAL

The pharmaceutical industry is characterized by a tough institutional framework which imposes several constraints:

- On the product level: it takes a long time (approx. 2 years) to obtain the marketing authorization aiming at better ensure patients' safety but makes the medicine market rigid making more complicated the adaptation of the offer to the customer needs.
- On the logistics level: the need for medicine delivery in 24h together with the obligation of having 2 weeks medication stock, widely impact the organization of the dispatchers who are, among the wholesalers, the ones that have the denser territorial network. The wholesaler-distributors massively internalize logistics services in order to fulfill all the regulations and needs.

Regarding the pharmaceutical warehouses:

The warehouses are mainly those of the laboratories, the authorized agents and the wholesaler-distributors.

The pharmaceutical products are bought 70% of the cases by wholesaler-distributors and are stored in more or less 200 warehouses in France (on average 2 warehouses per "Département").

The wholesale-distributor must stock approximately 2 week of consumption of their clients.

The storage characteristics take into account the product and the related specific risks: product turnover, temperature control, theft risk, partially dangerous product (alcohols...).

In general, the warehouse is not air-conditioned (cost concern), but thermo sensitive products are stored in cool chambers.

The warehouses are generally located near important cities, next to road transport nodes where mainly 18 or 40 ton semi-trailers transport pallets (each of it 2 or 4 tons).

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The services provided by the warehouse are basic: stock management, order picking, packing, transport organization, tracking and tracing etc...

Regarding the pharmaceutical product packaging:

In most of the cases, products other than medicines are either transported in cardboard boxes or boxes stacked on pallets.

Concerning medicines, they are mainly transported in standardized dimension plastic boxes

Thermo sensitive products are generally transported in bags or special boxes. In France, around 500 products need to be temperature control transported between 2 and 8°. They can also be transported isothermal box covered by a eutectic plate associated with temperature testers.

PERISHABLE GOODS

The perishable good logistics requires cold chain logistics which favor higher levels of integration since maintaining temperature integrity requires a higher **level of control of all the processes involved**.

It may even incite third party logistics providers to acquire elements of the supply chain where time and other performance factors are the most important, even farming. This may involve the acquisition of produce farms to insure supply reliability. Temperature control in the shipment of foodstuffs is a component of the industry that has continued to rise in relation with international trade.

POMONA group temperature-controlled warehouses



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The main concerns for a perishable good logistics and transport are:

- Cold Chain Management
- Temperature controlled transportation
- Fast Transit times
- Secure and temperature controlled packaging
- Customs and Governmental Processes

When a temperature sensitive product is being moved, it is vital to first assess its characteristics. A key issue concerns the temperature conditioning of the shipment, which should already be at the desired temperature.

Any temperature recording devices or known temperature anomalies must be recorded and made known. This is the step of the logistical process that creates trust and accountability, particularly if liability for a damaged shipment is incurred. If problems or anomalies that compromise a shipment do occur, an effort must be made to identify the source and find corrective actions.

Regulations concerning perishable goods warehousing :

- Regulation (EC) No 852/2004 of the European Parliament and of the Council of 29 April 2004 on the hygiene of foodstuffs
- Regulation (EC) No 853/2004 of the European Parliament and of the Council of 29 April 2004 laying down specific hygiene rules for food of animal origin
- Regulation (EC) of the monitoring of temperatures in the means of transport, warehousing and storage of quick-frozen foodstuffs intended for human consumption
- French Arrêté du 21 décembre 2009 relatif aux règles sanitaires applicables aux activités de commerce de détail, d'entreposage et de transport de produits d'origine animale et denrées alimentaires en contenant
- Note de service DGAL n°2011-811 7 modifiée du 23 mai 2011 prise pour l'application de l'arrêté du 21 décembre 2009 susvisé

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Job analysis

Job analysis – Warehouse Manager

CENTRAL Definition

Warehouse Manager
<i>The warehouse manager is in overall control of the distribution centre or warehouse. They have ultimate responsibility for ensuring the safe and efficient day to day running of the unit to help meet the organisation business plan. This process includes staff and financial management but also quality and environmental control.</i>

In France, the related qualification is logistics manager EQF level 6. However the holder of following qualification, Senior (upper) Logistics Methods and Operations Technician, can apply for warehouse manager job but with relevant experience (5 years).

Logistics manager

Corresponding actual posts

Logistics platform manager, logistics flow (or process) coordinator, warehouse manager logistics project manager, logistics operations manager, transport operations manager, logistics operations manager, materials manager, supply chain manager, procurement manager

Overall objective of the basic post

The logistics manager coordinates the service provided by the logistics unit for which he/she is responsible within the limits of regulatory provisions and the Health and Safety Regulations.

He/she makes the best use of human and material resources and anticipates future adaptations. He/she passes on essential information needed for the operation of other departments and participates in the development of the organisation while respecting internal quality procedures and regulations.

Essential activities of the basic post

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- Applies the firm's strategic orientations within the framework of set qualitative and quantitative objectives
- Provides a quality service efficiently and effectively
- Takes care to run the logistics unit for which he is responsible within the budgeted operational costs
- Assures the respect of procedures and operational instructions
- Anticipates logistics needs and constantly seeks to improve the firm and the quality system
- Contributes through his technical support to the development of the overall activity of the firm

Hierarchical relations

Logistics director, Director of logistics and transport operations

Internal operational relations

Administrative and Financial director, Director of IT systems, Marketing and Development director, Commercial director, Human Resources Director, Director of Production, Director of Quality and Safety, etc.

External operational relations

Customers, suppliers, public administration, all modes of transport operators, banks and insurers, service providers, integrated networks (subsidiaries), etc.

Attributes sought after by employers

- Relational capacity for acquiring information from internal or external contacts or sources
- Capacity for negotiation in order to assure the interface between the various actors of the global supply chain
- Ability to analyse and to summarize in order to measure and to improve logistics processes
- Ability to grasp the overall organisation of the firm and its environment in order to understand the organisation of the logistics flows (physical, informational and financial).
- Be able to be a persuasive force and to put forward convincing arguments to the various contacts in the global supply chain
- Ability to propose appropriate solutions
- Be capable of running a team
- Communicate effectively in English

LIST OF THE BASIC ACTIVITIES AT THE HEART OF THE BASIC POST:

AT1 – Define and set up organisation patterns for logistics flows

AT2 – Manage the operation of logistics flows

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AT3 – Contribute to the fulfilment of the firm’s logistics strategy through the implementation of appropriate logistics projects

TITLE OF BASIC ACTIVITY 1

Define and set up organisation patterns for logistics flows

DEFINITION OF THE BASIC ACTIVITY :

Using as his starting point a provisional volume of logistics activity, the Logistics Manager provides organisational solutions for logistic flows (physical, financial and informational) within the logistics unit which he manages, whilst persistently aiming to optimise ratios of cost, quality and time.

POSITION OR ROLE OF THE ACTIVITY IN THE JOB PROCEDURE :

His activity is directly based on internal information (commercial or production forecasts, statistical data relating to logistics activities, etc.) and/or external data (customers’ or principals’ specifications, new regulatory measures concerning labour, tax or the environment, etc.)

CARRYING OUT THE ACTIVITY :

The Logistics Manager carries out his activity relying on the skills of his staff and of other departments within the organisation (human resources, accounts, production, sales, after-sales, etc.) Certain services may be outsourced and/or provided by the customer (in the case of a logistics service offer).

DEGREE OF INDEPENDENCE-LEVEL OF RESPONSIBILITY :

Independent in the definition of technical options, the application of human and material resources, the Logistics Manager draws up and manages an operations account for which he is responsible. He may act as the legal representative of his firm. He may be responsible for labour within his logistics unit.

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DESCRIPTION OF THE BASIC ACTIVITY :

To respond to specific logistics needs in the medium term, he organises and streamlines human, technical and material resources, in order to attain the required level of service and meet production and cost-effective objectives. He designs and sets up a provisional timetable of logistics activities.

As the person in charge of the smooth operation of logistics flows, he uses professional English on a daily basis.

Emergency situations require appropriate availability in relation to circumstances. According to the firm's activity, its size, its organisation, this activity may be carried out partly in professional English.

As the guarantor of the cost-effectiveness of the logistics unit, the Logistics Manager draws up a provisional budget to assure cost control of the logistics activities.

He can develop the steering system applied to the logistics activities in relation to the external or internal constraints of the firm. He designs and sets up tools and performance indicators for the logistics flows.

CONTEXT IN WHICH THE ACTIVITY IS CARRIED OUT :

His activity is carried out on a daily basis within a logistics unit and implies interaction with other departments within the firm (sales, production, human resources, accounts, after-sales, etc.)

CONTACTS AND NATURE OF RELATIONS :

The Logistics Manager is in contact with a network of interlocutors :

Internal: senior management, staff, other departments within the firm (sales, production, human resources, accounts, after-sales, etc.)

external: customers, service providers, 3PL providers, suppliers, transporters, professional and institutional organisations, Customs, local authorities, etc.

LIST OF COMPETENCES OF THE BASIC ACTIVITY :

CT 1 : Organise and rationalise the planning of logistics capacity on the basis of the provisional volume forecast of logistics activity

CT 2 : Draw up the provisional operations budget of logistics activities

CT 3 : Design and check steering indicators of logistics flows

CORRESPONDING ROME CATEGORIES :

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N1301 : Design and organisation of the logistics chain

N1302 : Direction of a logistics site

N1303 : Technical intervention in logistics operations

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TITLE OF BASIC ACTIVITY 2

Manage the operation of logistics flows

DEFINITION OF THE BASIC ACTIVITY :

In relation to variations in logistics activity and using steering indicators, the Logistics Manager evaluates the performance of logistics processes and draws up revised plans for optimising logistics flows.

Taking into account regulatory measures and Health and Safety Procedures, he updates the provision of the logistics capacity in order to ensure the smooth operation of logistics flows, thereby guaranteeing the required level of service and cost-effectiveness.

POSITION OR ROLE OF THE ACTIVITY IN THE JOB PROCEDURE :

Whilst he is independent in the organisation of internal and external human resources, materials and equipment, and in the management of the operational account of logistics activities, the Logistics Manager must adhere to the logistics strategy of the firm and take into account the organisational, staffing, and financial implications of fluctuating logistics activity on the logistics procedures (supplies, planning, production, distribution, storage, after-sales service, etc.).

CARRYING OUT THE ACTIVITY :

The Logistics Manager takes decisions and consults and involves his staff in the updating of planning of activities.

He makes sure he is permanently informed of incidents and of ongoing logistics activities in order to guarantee customer service and the safety of personnel and goods.

DEGREE OF INDEPENDENCE-LEVEL OF RESPONSIBILITY :

In charge of making sure that regulations are followed, the Logistics Manager organises and optimises all logistics capacity with the framework of the operations account.

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DESCRIPTION OF THE BASIC ACTIVITY :

As guarantor of logistics activities, the Logistics Manager adjusts the capacity to fit in with fluctuations. According to the nature of fluctuations, in consultation with senior management, he allocates the missions, functions and roles of each member of his team.

Depending on the activity of the firm, its size and its organisation, this activity can be carried out partly in professional English.

The Logistics Manager must make sure that logistics flows correspond to the regulatory measures as these are revised, notably with regard to Health and Safety Regulations.

He proposes corrective action to be implemented across departments in order to improve or stabilise logistics flows.

CONTEXT IN WHICH THE ACTIVITY IS CARRIED OUT :

Variations in logistics activity can occur following the adjustment of the firm to changes in the economic, competitive, regulatory or technical environment.

CONTACTS AND NATURE OF RELATIONS :

The Logistics Manager identifies the internal and external interlocutors who impact logistic flows. He is in contact with a great variety of internal actors (organisational directors, operations managers, etc.) and external relations (service providers, suppliers, customers, etc.).

The Logistics Manager must convince the various contacts, both internal and external, of the added value of proposed changes.

LIST OF COMPETENCES OF THE BASIC ACTIVITY :

CT 4 : Adjust logistics capacity in relation to the fluctuations in logistics activity

CT 5 : Manage logistics teams and adapt the style of management to the context of logistics activities

CT 6 : Draw up and put in place action plans for continuous improvement of logistic flows

CORRESPONDING ROME CATEGORIES :

N1301 Design and organisation of the supply chain

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TITLE OF BASIC ACTIVITY 3

Contribute to the fulfilment of the firm's logistics strategy through the implementation of appropriate logistics projects

DEFINITION OF THE BASIC ACTIVITY :

The Logistics Manager defines and manages a set of projects which optimise logistics processes, in order to coordinate the articulation between strategic decisions and their operational application.

POSITION OR ROLE OF THE ACTIVITY IN THE JOB PROCEDURE :

His activity is dependent on the firm's logistics strategy. It is directly related to his capacity to set up project management, taking into account the various aims of the internal and external stakeholders.

CARRYING OUT THE ACTIVITY :

He drives logistics projects and makes sure that the objectives and required outcomes have been taken on board by the internal and external actors.

DEGREE OF INDEPENDENCE-LEVEL OF RESPONSIBILITY :

He can develop the steering system monitoring the implementation of logistics projects in relation to the impact of internal or external constraints.

According to the nature of the project and the organisation of the firm, the Logistics Manager takes decisions within the limits of the delegation of responsibility set by the steering committee of the project and he acts in conjunction with the departments concerned in the sharing of missions, functions and roles of each actor.

DESCRIPTION OF THE BASIC ACTIVITY :

Within the framework of the implementation of the logistics strategy of the firm, the Logistics Manager selects and implements logistics projects to be developed so as to provide an optimal solution which corresponds to logistics needs (functional, technical, operational, etc.) He may also be called upon to manage transnational projects which will entail his using appropriate professional English.

The Logistics Manager carries out a feasibility study of the project and negotiates the technical sections of the logistics contract (inherent in the project).

Using project planning methods, the Logistics Manager designs and sets up the various stages of the logistics project. He develops tools with which he can follow the progress of these stages to meet project deadlines.

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CONTEXT IN WHICH THE ACTIVITY IS CARRIED OUT :

The implementation of projects to develop logistics processes can result from the adjustment of the firm to the changes in the economic, competitive, regulatory or technical environment.

This activity requires specific deadlines which are essential for the implementation of projects and which are closely meshed with the organisational and operational functions of logistic activity.

CONTACTS AND NATURE OF RELATIONS :

The Logistics Manager identifies internal and external contacts necessary for the correct implementation of the project. He is in contact with a wide variety of internal actors (senior management, functional departments, operations managers, etc.) and external ones (service providers, suppliers, customers, etc.)

As the project continues, the Logistics Manager must convince the various contacts, both internal and external, of the added value of proposed changes.

LIST OF COMPETENCES OF THE BASIC ACTIVITY :

CT 7 : Select logistics projects within the framework of the implementation of the logistics strategy of the firm

CT 8 : Carry out a feasibility study regarding the technical, organisational and economic aspects of the logistics project

CT 9 : Negotiate the technical and economic parts of the contract linked to the implementation of the logistics project

CT 10 : Draw up a work plan of the logistics project describing the follow-up mechanisms and controls

CORRESPONDING ROME CATEGORIES :

N1301 (Design and organisation of the supply chain)

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LIST OF COMPETENCES BY BASIC ACTIVITY

CT 1: Organise and rationalise the planning of logistics capacity on the basis of the provisional volume forecast of logistics activity

CT 2: Draw up the provisional operations budget of logistics activities

CT 3: Design and check steering indicators of logistics flows

CT 4: Adjust logistics capacity in relation to the fluctuations in logistics activity

CT 5: Manage logistics teams and adapt the style of management to the context of logistics activities

CT 6: Draw up and put in place action plans for continuous improvement of logistic flows

CT 7: Select logistics projects within the framework of the implementation of the logistics strategy of the firm

CT 8: Carry out a feasibility study regarding the technical, organisational and economic aspects of the logistics project

CT 9: Negotiate the technical and economic parts of the contract linked to the implementation of the logistics project

CT 10: Draw up a work plan of the logistics project describing the follow-up mechanisms and controls

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TITLE OF COMPETENCE 1: Organise and rationalise the planning of logistics capacity on the basis of the provisional volume forecast of logistics activity

DESCRIPTION OF THE COMPETENCE:

The Logistics Manager selects and analyses the human, material and economic resources to be applied to meet medium-term forecast logistics requirements, in relation to the performance objectives (level of service, deadlines, customer order treatment, deliveries, etc.)

PROFESSIONAL CONTEXT OF APPLICATION :

Using information provided within the organisation (commercial forecasts, statistical data, annual reports, etc) or outside it (customers' or principals' specifications), existing or forthcoming regulatory measures, quality or safety rules, infrastructure and technical material made available within the logistics unit under his responsibility, the Logistics Manager decides on the organisation of logistics capacity to be set up to respond to logistic needs.

PERFORMANCE INDICATORS :

Internal and/or external data, including that in English, is analysed and taken into account.

Labour law is complied with.

The characteristics of logistics infrastructure, loading and storage equipment are analysed.

Technical and economic solutions are defined.

Malfunctions of logistics organisation are identified and analysed.

Capacity for production, storage, distribution and supply is defined and planned.

Human and technical resources are defined and/or reorganised in order to guarantee the reliability of flows and logistics methods.

Health and Safety Regulations are complied with.

Provisional planning is carried out for logistics capacity.

Production standards are determined and aim to optimise use of resources, to meet deadlines and reduce costs.

Projections are drawn up using IT tools.

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GENERAL SKILLS AND TECHNIQUES USED :

Analyse internal data (statistics, commercial forecasts) and/or external data (customers' specifications) including in English.

Make forecasts and simulations using tools and statistical methods.

Identify and analyse technical and financial constraints in relation to new logistics needs which become apparent.

Comply with Health and Safety Regulations.

Set up and/or redefine organisational processes from an inter-departmental viewpoint and based on a two-tiered structure (internal and external).

Identify and analyse the organisational impact of a provisional logistics capacity plan.

Draw up a provisional logistics capacity plan.

Apply and oversee application of labour law (timekeeping, annual leave, etc.)

Identify production standards.

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ASSOCIATED KNOWLEDGE :

Be familiar with labour law (in particular with regard to individual, collective and institutional relations linked to work and employment contracts).

Be aware of statistical techniques related to forecasts for demand.

Be conversant with loading operations regulations.

Know the basic elements of logistics specifications.

Be familiar with the road transport environment and other modes of transport including inter-modality.

Know the current Health and Safety Regulations.

Know regulations relating to labour law.

Be familiar with tools and methods used for planning production.

Be familiar with techniques and methods used in supplies.

Be conversant with English professional vocabulary.

Know the principal methods of stock control.

Be familiar with the various transport networks and the organisation of a transport operation.

Use digital management Tools.

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ORGANISATIONAL AND RELATIONAL CAPABILITY :

Have an overall vision of logistics flows.

Show good analytical capability.

Be informed about best professional practice.

Be able to see the overall picture.

Take initiative in setting up new organisational solutions, in the operational changes needing to be made and in the use of new logistics methods.

Show good organisational capacity for coordinating human, technical and material resources.

Provide persuasive arguments for the solutions retained for the internal and/or external interlocutors (senior management, functional departments, customers, service providers, suppliers, etc.)

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TITLE OF COMPETENCE 2: Draw up the provisional operations budget of logistics activities

DESCRIPTON OF THE COMPETENCE :

The Logistics Manager draws up the provisional operations budget of logistics activity in relation to the level of customer service and the cost objectives.

PROFESSIONAL CONTEXT OF APPLICATION :

Depending on the standards or accounting and budgetary procedures of the firm, the Logistics Manager identifies the costs generated by logistics activity and works out their break-even point.

PERFORMANCE INDICATORS :

Basic principles of financial control and cost accounting are applied.

The costs of logistics activity are identified and studied.

Economic ratios for monitoring logistics activity are created.

Internal data (the firm's logistics strategy, commercial forecasts, etc.) and external information (customers' and/or principals' specifications are analysed and taken into account.

Objectives are met for levels of service and for cost-effectiveness.

Provisional budget statements are presented and defended.

GENERAL SKILLS AND TECHNIQUES USED :

Analyse the logistics/transport income statement.

Draw up ratios for logistics activity.

Cost various technical options and regulatory constraints in relation to logistics activity.

Draw up budget statements using an IT tool.

Simulate scenarios for budget estimates.

Work out the break-even point of logistics activity.

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ASSOCIATED KNOWLEDGE :

Know the basics of budgetary control.

Know the costs of the various activities or services provided by the firm.

Be familiar with techniques for improving logistics performance.

Use IT financial control tools.

ORGANISATIONAL AND RELATIONAL CAPABILITY :

Take a strict approach to producing budgetary forecasts

Report to senior management on budgetary options retained for confirmation.

Employ good relational skills when presenting and defending chosen budget options

Work closely with experts in accounting and budgetary matters.

Be able both to analyse and to give an overall view.

Be measured and reasonable when using statistical results.

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TITLE OF COMPETENCE 3: Design and check steering indicators of logistics flows

DESCRIPTON OF THE COMPETENCE:

As part of a continuous and progressive momentum to improve logistics flows in the short or medium term, the Logistics Manager designs and puts in place steering indicators to follow-up and measure the performance of logistics solutions applied in the firm. Depending on operational needs, he sets up IT systems to generate or to pick-up performance indicators for logistics activity.

PROFESSIONAL CONTEXT OF APPLICATION :

In the medium term, steering indicators aim to help the Logistics Manager apply the firm's logistics strategy and monitor the adjustment of resources to needs, in relation to fluctuations in logistics activity or to the specific requests of the principals.

In the short term, the Logistics Manager uses logistics indicators to identify the malfunctions in daily activity and to balance the overheads and the resources of the logistics activity.

PERFORMANCE INDICATORS :

The indicators chosen are pertinent to logistics activity.

The logistics activity steering indicators are produced using IT tools.

Management costs related to operating logistics activities are identified and analysed.

The deadlines for putting indicators in place are identified and communicated to internal and/or external interlocutors.

Irregularities or malfunctions of the new steering tools are dealt with and analysed.

Corrective action is taken.

Means of interaction between various interlocutors, whether internal or external, are determined.

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GENERAL SKILLS AND TECHNIQUES USED :

Draw up and put in place measurement tools to follow-up productivity gains generated by logistics solutions.

Create summary documents which can be used for each link of the logistics chain.

Determine key criteria, both qualitative and quantitative, to measure the performance of logistics solutions put in place.

Create control indicators which are useful to staff.

Select indicators adapted to specific organisational, functional or operational logistics needs.

Integrate control data coming from other functions within the firm, as well as that coming from external sources.

Resolve practical difficulties occurring with performance indicators (maintenance, up-dating, deadlines, etc.) by drawing up specific and pertinent procedures in relation to logistics activity.

Link operational indicators to strategic ones.

Build a management system which makes best use of the indicators put in place.

Create a follow-up system for performance in relation to internal and/or external constraints.

Set up systems at operational level which enable analysis, optimal organisation of physical flows, financial control and passing of information along the whole of the value chain of the firm.

Create and follow-up indicators relating to the value of products and services (costs, internal and external customer satisfaction, levels of service, etc.)

Set up performance indicators for logistics activity which can guarantee contractual obligations and if necessary provide these for the principals.

ASSOCIATED KNOWLEDGE :

Master the basic principles of information systems

Know the various types of performance indicator

Know internal rules for financial control and the cost structure

Be familiar with the computer software used to create performance indicators for financial control

Know the methodology used for the creation of performance indicators.

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ORGANISATIONAL AND RELATIONAL CAPABILITY :

Be able to take an overall view, particularly with regard to financial management and the processing of data coming from other links in the supply chain.

Be able to analyse in order to create models of logistics processes.

Take a rigorous approach to the design of monitoring tools and performance indicators for the logistics solutions put in place.

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TITLE OF COMPETENCE 4: Adjust logistics capacity in relation to the fluctuations in logistics activity

DESCRIPTON OF THE COMPETENCE:

The Logistics Manager adjusts human and material resources to fit fluctuations in logistics activity in such a way as to optimize the quality/cost/deadline ratio, all the while applying and respecting Health and Safety Regulations and the protection of goods (security protocols, traffic plans, prevention plans, etc.)

PROFESSIONAL CONTEXT OF APPLICATION :

As the person responsible for the correct deployment of logistics flows, the Logistics Manager must take into account measures set up in respect of current regulations, Health and Safety Regulations and internal procedures (particularly human resources) into order to react to variations in logistics activity.

PERFORMANCE INDICATORS :

The causes of fluctuations in logistics activity are identified and analysed.

Health and Safety Regulations are applied.

Human and material resources are adapted to the variations in logistics activity.

Current labour law is applied.

Quality procedures are taken into account.

Budgets are respected.

The use of equipment is optimized in response to variations in logistics activity.

The workload of logistics operators is spread out according the resources available.

Logistics activity schedules are up-to-date and realistic.

Human resource instructions are applied.

The required level of service is provided.

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GENERAL SKILLS AND TECHNIQUES USED :

Analyse the situation in relation to fluctuations in logistics activity.

Apply and oversee application of quality procedures and Health and Safety Regulations.

Determine the type and quantity of equipment needed for handling.

Plan human resource requirements in response to fluctuations in logistics activity in terms of numbers, qualifications and deadlines.

Apply, oversee application and take into account the clauses of the work contract (hours of work, management of time off, recruitment, etc.)

Conduct a recruitment interview.

Tabulate selection criteria in relation to a job profile.

Create and update performance indicators of logistics activity.

Update logistics activity schedules.

ASSOCIATED KNOWLEDGE :

Be familiar with Health and Safety Regulations.

Be familiar with labour law and in particular work contracts.

Know basic budgetary rules.

Be familiar with basic communication rules.

Be conversant with planning tools and techniques.

Be familiar with the technical and regulatory constraints regarding the use of industrial handling equipment.

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ORGANISATIONAL AND RELATIONAL CAPABILITY :

Show analytical capacity with regard to updating human and material resources.

Be able to take an overall view.

Be reactive in relation to fluctuation in logistics activity.

Take a rigorous approach to monitoring the logistics activity budget.

Apply good organisational sense to the coordination and scheduling of available resources.

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TITLE OF COMPETENCE 5: Manage logistics teams and adapt the style of management to the context of logistics activities

DESCRIPTON OF THE COMPETENCE:

Depending on the firm's human resources, the Logistics Manager identifies and sets up a human resource management system which is adapted to the nature and characteristics of logistics activity.

PROFESSIONAL CONTEXT OF APPLICATION :

When supervising the logistics teams, the Logistics Manager must apply current legislation, Health and Safety Regulations, and internal procedures, with particular regard to human resource management. He must take into account the industrial relations atmosphere in the logistics unit, the constraints of logistics activity and the objectives set by senior management.

PERFORMANCE INDICATORS :

Health and Safety Regulations are respected.

Current labour law is respected.

Quality procedures are taken into account.

The firm's human resource directives are identified and followed.

Senior management directives are taken into account.

Training needs are identified.

The performance criteria of the staff are defined.

Social indicators are used.

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GENERAL SKILLS AND TECHNIQUES USED :

Set individual and group objectives.

Define performance criteria in relation to the level of qualification of each member of staff.

Conduct an appraisal interview.

Apply and oversee application of quality procedures and Health and Safety Regulations.

Define personnel needs in terms of competence, qualification and capacity for advancement.

Apply labour law and contract rules concerning the recruitment of personnel, the nature and extent of the work contract and the departures.

Conduct individual or group interviews.

Check that existing competences correspond to the short and medium term needs of the logistics activity.

Propose training plans to staff and to driving personnel.

Draw up an internal memo.

Contribute to the development of independence and responsibility in members of the team.

ASSOCIATED KNOWLEDGE :

Be familiar with Health and Safety Regulations.

Be familiar with labour law.

Be familiar with basic communication rules.

Be conversant with planning tools and techniques.

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ORGANISATIONAL AND RELATIONAL CAPABILITY :

Apply good listening skills to his staff.

Have good communication skills in order to inform the appropriate interlocutors of the organisation of logistics activities.

Be able to analyse and take an overall view when managing and arbitrating individual and collective conflict.

Be reactive in the case of an emergency.

Show good organisational sense when organising and scheduling human resources.

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TITLE OF COMPETENCE 6: Draw up and put in place action plans for continuous improvement of logistic flows

DESCRIPTON OF THE COMPETENCE:

With the aim of continually improving logistic processes and/or their reliability, the Logistics Manager develops and set up the diagrams for the improvement of logistics flows, in consultation with the various internal and external actors in the supply chain.

PROFESSIONAL CONTEXT OF APPLICATION :

Based on steering indicators of logistics activity and/or the firm's policy regarding quality of service, the Logistics Manager develops and sets up solutions to improve the logistics processes with the aim of ensuring the optimisation of the cost/quality/deadline ratio of logistics activity. The proposed action plans which are set up take into account current labour law, Health and Safety Regulations and internal procedures, in particular human resources.

PERFORMANCE INDICATORS :

Existing logistics processes are analysed.

Steering indicators for logistics activity are analysed.

Malfunctions are identified and analysed.

Health and Safety Regulations and labour law are complied with.

Action plans are presented with the aid of digital tools.

The quality/cost/deadline ratio in logistics activity is optimized.

Quality procedures are taken into account.

The expected performance level objectives following the application of new logistics solutions are taken into account.

Profit and cost centres are identified and analysed.

Best practices of the activity sector are taken into account when measuring the efficiency of the logistics solutions which are set up.

Interactions between the various links of the supply chain are defined and analysed.

The production and the quality of logistics processes are determined.

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GENERAL SKILLS AND TECHNIQUES USED :

Detect and analyse malfunctions in order to propose straightforward practical solutions, within the framework of constant improvement of the logistics processes.

Use the performance indicators to measure the suitability and efficiency of the proposed logistics solutions.

Evaluate the level of performance against objectives following the introduction of new logistics processes.

Monitor the main cost centres and compare them to standard professional ratios.

Apply quality control to the output and quality of logistics processes (level of productivity, wastage, errors, etc.)

Measure the efficiency of logistics processes in relation to best sectorial practices.

Model operational alternatives and identify their impact on the performance of logistics processes.

Study the whole process of the logistics activity to spot the points at which improvement is possible.

Study the logistics solutions set up while being aware of the interactions between different logistics processes.

Spot possible synergies (physical infrastructure, IT systems, procedures, etc.) between the various actors of the supply chain.

Set up the resources needed to assure the steering of the progress plan.

Set new operational objectives and integrate them into a process of permanent improvement within the firm.

Monitor and update the performance indicators of logistics activity and, with the internal and external interlocutors of the supply chain, decide on the readjustments to be made.

Improve the different stages of logistics processes (sales forecasts, operational management of physical flows, order control and warehouse management).

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ASSOCIATED KNOWLEDGE :

Be familiar with the tools and methods of the firm's continuous improvement process

Be familiar with the tools and methods of the improvement of logistics processes.

Know reporting techniques.

Know the various methods of cost control and analysis.

ORGANISATIONAL AND RELATIONAL CAPABILITY :

Have good communication skills in particular in the case of the introduction of improvements.

Be able to take an overall view.

Be able to analyse.

Apply good listening skills to the interlocutors of the supply chain.

Share information between the various links of the supply chain.

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TITLE OF COMPETENCE 7: Select logistics projects within the framework of the implementation of the logistics strategy of the firm

DESCRIPTON OF THE COMPETENCE:

Within the framework of the strategic orientation of the firm, the Logistics Manager identifies the logistics projects to be developed with regard to the expected performance level, so as to provide the best solution in response to logistics needs (functional, technical, organisational, etc.)

PROFESSIONAL CONTEXT OF APPLICATION :

As an actor in the deployment of the firm's logistics strategy, the Logistics Manager develops a series of logistics projects which aim to coordinate and assure the interface between strategic decisions and their operational application.

PERFORMANCE INDICATORS :

Market-related information (economic environment, competing firms' strategy, technological and technical advances, etc.) is sought and taken into account.

The firm's logistics strategy is taken into account.

Strategic concerns in logistics are identified.

The main stages of logistics audits and diagnosis are understood.

Malfunctions and/or non-conformities are identified, resolved and analysed.

The implementation of the logistics project is supported.

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GENERAL SKILLS AND TECHNIQUES USED :

Assemble market-related information (economic environment, competitors' strategy, technological and technical advances, etc.)

Identify and analyse the logistics needs of internal and external actors in the supply chain and divide them according to their requirements.

Collect and analyse information from functional departments and/or operational units.

Classify logistics needs so as to be able to prioritise the choices and implementation of logistics projects.

Be informed about technological, technical, regulatory and organisational advances which might impact the processes of the supply chain.

Integrate new technology into the firm's logistics strategy, in particular in terms of communication and IT systems.

Audit the logistics processes in order to draw up an inventory and thereby define the course of action for improvement.

Provide the arguments (internally and externally) in support of the need to implement a logistics project in response to logistics needs.

Seek pertinent information by encouraging communication and interaction between internal and external interlocutors.

Be informed about professional advances in logistics jobs (trade press, software, improvement tools etc.)

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ASSOCIATED KNOWLEDGE :

Be familiar with the basic concepts of organisational strategy.

Be aware of the strategies of inter-firm cooperation.

Know the aims, the characteristics and the strategic positions of the global supply chain.

Know the main phases of a logistics diagnosis.

Know the strategic stakes in logistics.

Be familiar with the tools for overall performance improvement in the global supply chain.

Be familiar with IT systems within the framework of delocalised logistics.

Know the characteristics of IT systems specifically applied to logistics (ERP, WMS, TMS, etc.)

Be aware of the links between global marketing and global logistics.

ORGANISATIONAL AND RELATIONAL CAPABILITY :

Show a sense of responsibility in relation to the strategic and economic concerns linked to the choice and implementation of a logistics project.

Be a good listener to interlocutors in the global supply chain with the aim of collecting necessary information for the setting-up of a logistics project.

Present the chosen solutions to internal and external interlocutors.

Apply a strict approach to diagnostic action.

Have an overall view of the firm.

Be able to analyse and summarise within the framework of choosing logistics projects.

Be able to report to senior management on the retained options.

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TITLE OF COMPETENCE 8: Carry out a feasibility study regarding the technical, organisational and economic aspects of the logistics project

DESCRIPTON OF THE COMPETENCE :

The Logistics Manager determines and analyses the technical, organisational and economic options related to the logistics project.

PROFESSIONAL CONTEXT OF APPLICATION :

Using as his starting point information collected and analysed from suppliers (quotations), technical and functional specifications, budget estimates, etc, the Logistics Manager examines the technical, organisational and financial feasibility of logistics solutions to be set up in the medium term.

PERFORMANCE INDICATORS :

The data and/or financial, technical and organisational information of the logistics project are analysed.

Financial and technical risks linked to logistics solutions are evaluated and analysed.

Financial strategies of the logistic project are modelled.

The financial plan is drawn up.

The conclusions of the feasibility studies are presented with convincing arguments.

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GENERAL SKILLS AND TECHNIQUES USED :

- Determine and analyse the added value of the project for each link of the supply chain.
- Identify and measure the project's organisational, financial and operational impacts on logistics processes.
- Cost the logistics project taking into account all the logistics processes.
- Determine the financial plan of the project whilst integrating financial constraints.
- Draw up a financial plan for the project.
- List and analyse the risks which could affect the project's application and the events which might happen to produce these risks.
- Evaluate the probability of risks occurring whilst estimating the impact on the cost, deadline and quality of the logistics project.
- Evaluate the seriousness of the risk (probability plus impact) and propose corrective action.
- Determine and analyse the cost of monitoring risk, costing up each risk and thereby deciding whether monitoring is worthwhile.
- Model the financial strategy of the logistics project in relation to the firm's general policy.

ASSOCIATED KNOWLEDGE :

- Be familiar with various financial strategies.
- Know the principles of financial analysis.
- Know the principal indicators of investment choices (net cash flow, net present value, investment payback period, profitability study, internal rate of return).
- Know the tools and methods for resolving malfunctions.

ORGANISATIONAL AND RELATIONAL CAPABILITY :

- Show a sense of responsibility regarding the technical, organisational and economic stakes of the feasibility study.
- Be able to analyse and summarise.
- Report to senior management on analysis of the risks linked to carrying out the project.
- Bring in experts (technical, legal and financial, etc.) to evaluate the different stages of the project.

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TITLE OF COMPETENCE 9:Negotiate the technical and economic parts of the contract linked to the implementation of the logistics project

DESCRIPTON OF THE COMPETENCE :

With the internal and/or external interlocutors concerned, the Logistics Manager negotiates the technical and financial aspects of the contracts connected to the logistics project.

PROFESSIONAL CONTEXT OF APPLICATION :

Within the framework of the firm's logistics strategy and the allocated budgets, the Logistics Manager participates in the contractual aspects of the logistics project by contributing his technical expertise, including in English.

PERFORMANCE INDICATORS :

Data which is pertinent and useful to the negotiation is collected and analysed.

The contractual clauses of the logistics project are formalised.

The service providers of the logistics project are selected.

Budgets are respected.

The technical, financial and contractual specifications are drawn up.

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GENERAL SKILLS AND TECHNIQUES USED :

Select the service providers taking part in the logistics project.

Contractualise the deployment of the logistics project, drawing up the clauses and important procedures so as to protect the interests of the firm.

Identify the form of cooperation to be set up through contracts (sub-contracting, outsourcing, partnerships, etc.)

Collect and analyse information which is useful to the negotiation process.

Draw up logistics specifications to obtain a quality/price ratio which is sustainable and competitive.

Foresee with the service provider a complaints system which permits quick reaction in the case of dissatisfaction.

Understand the service provider's techniques of price setting to be in a strong position during negotiations.

Draw up a document listing the technical, financial and contractual specifications.

Draw up a call for tender identifying the quality/service/cost constraints

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ASSOCIATED KNOWLEDGE :

Be familiar with basic principles regarding service contracts.

Know negotiation techniques.

Be familiar with the preliminary stages to setting up a contract: specifications, tenders, order forms, general conditions of purchase and sale, etc.

Know the techniques of avoiding complaints and resolving conflictual situations.

Know the techniques of calling for tender and of tendering.

ORGANISATIONAL AND RELATIONAL CAPABILITY :

Apply rigorous procedures in the contractual stage of the logistics project.

Report to senior management on the options retained for validation.

Good communication skills with regard to the negotiation and the contractualisation of the logistics project.

Work in close collaboration with the experts in particular in the legal aspects of the negotiation.

Be able to analyse and summarise.

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TITLE OF COMPETENCE 10: Draw up a work plan of the logistics project describing the follow-up mechanisms and controls

DESCRIPTON OF THE COMPETENCE :

The Logistics Manager develops and sets up tools and/or procedures for managing the logistics project and makes sure that they are applied by the project team.

PROFESSIONAL CONTEXT OF APPLICATION :

Depending on the state of advancement of the logistics project, the Logistics Manager draws and sets up work plans, with the internal and external actors of the supply chain, adapting the necessary resources and prioritising where necessary.

PERFORMANCE INDICATORS :

Work plans are drawn up and distributed to internal and/or external actors.

Steering committee and project monitoring meetings are programmed.

The costs of the project are identified and analysed.

Malfunctions arising from the work plans are identified and analysed.

Corrective action is set up.

The human, material and financial resources needed by the project are identified.

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GENERAL SKILLS AND TECHNIQUES USED :

Set up new organisational processes taking into account an inter-departmental approach and a two-tier structure (internal and external).

Support operational staff in the application of new organisational strategies, in the operational changes to be made and in the use of new tools.

Drive change effectively by communicating with, training and implicating the actors of the logistics project.

Identify and analyse the organisational impact of the application of new tools and/or new procedures.

Programme the integration of new tools and/or procedures for monitoring the logistics project and make sure that these are distributed to the internal and/or external actors concerned.

Draw up a management plan for the project, integrating internal and/or external resources.

Identify and analyse the project costs which remain to be committed.

Mobilise the resources and the specific skills of each member of the project team.

Identify the missions, the responsibilities and the tasks of each member of the project team.

Identify and analyse the malfunctions which result from the work plans and propose corrective measures.

Conduct steering committee and project monitoring meetings with the actors concerned, both internal and external.

ASSOCIATED KNOWLEDGE :

Know the techniques of managing change.

Be familiar with project management tools.

Be familiar with planning tools and techniques.

Be familiar with the tools and methods of cost analysis related to project management.

Be familiar with the styles and techniques of team management to be employed in projects.

Know the techniques of managing conflictual situations.

Know the basic principles of communication and training.

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ORGANISATIONAL AND RELATIONAL CAPABILITY :

Have an inter-departmental approach to the activities of the global supply chain.

Communicate with and persuade the actors concerned, both internal and external, of the need to set up tools to monitor the project.

Be a good communicator and be able to analyse competently.

Be reactive in the case of malfunction related to the setting up and use of monitoring tools in the project.

Be a good listener to the various interlocutors connected to the supply chain.

Be pro-active in the setting up of new organisational strategies, in the operational changes to be made and in the use of new tools.

Senior (upper) Logistics Methods and Operations Technician

This qualification is EQF level 5.

The qualification holder can generally apply for warehouse manager jobs with relevant years of experience.

UNIT ONE : LEAD AND MONITOR THE ACTIVITIES ON THE LOGISTICS SITE		
KNOWLEDGE	SKILLS	COMPETENCES
<ul style="list-style-type: none"> • Basic principles of the labour regulation • Main rules of health and safety at work • Main rules of storage area safety • Main technical rules of the handling materials • Main production standards within the warehouse • The global logistics chain aspects • Statistical technics and forecasting applied to Logistics 	<ul style="list-style-type: none"> • Draw up provisional schedule using logistics management information systems • Monitor an operating budget • Collecting the relevant information with the different interlocutors including in English • Analyse and exploit the technical specifications 	<ul style="list-style-type: none"> • Define the schedule of activities on the logistics site based on the estimated volumes • Organise and supervise the product flow management of the logistics site • Determine and exploit the logistics indicators • Ensure the proper

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<ul style="list-style-type: none"> • Business English language (level B1 of the CEFR) • Basis of budgetary system and management • The safety rules regarding goods handling • The corporate social responsibility • The storage regulatory mechanisms • The key regulatory requirements relating to delivery and shipment and the roles and responsibilities of the appropriate parties • The provision of fret safety and security • The main elements of custom regulation relating to storage of goods • The main operations of receiving, storing, ordering , picking and delivering goods • The different types of packaging • How to draw an activity dashboard • The different operational ratios: level of service, loss rate, efficiency, absenteeism, product turnover and fil and load factor. • The social security R389 form elements and recommendations • The roles of the personnel representative bodies • The interviewing methods • Management technics • The quality approach 	<p>provided by the customers or the suppliers</p> <ul style="list-style-type: none"> • Identify the handling and the production standards from an analysis of the operational ratios • Adapt the needs in human resources, qualifications and materials related to the activity of the logistics site • Identify the potential risks in terms of cost • Anticipate the bottlenecks • Collaborate with the different departments of the company • Provide the logistics operators with the schedules • Arbitrate between different planning options • Monitor the main operations of receiving, storing, ordering , picking and delivering goods and reverse logistics • Use a warehouse management system software • Identify and solve the operations bottlenecks and errors and rearrange the activities accordingly • Identify and take into account the logistics indicators 	<p>management of the logistics team</p> <ul style="list-style-type: none"> • Remedy to any drift/discrepancy related to the logistics operations, including in English
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<p>and audit</p> <ul style="list-style-type: none"> • Transport contracts regulation 	<ul style="list-style-type: none"> • Use excel spreadsheet • Identify any gaps, develop mechanisms to address the discrepancies and adapt the related indicators • Monitor and analyse a claim file communicating with the customer including in English • Communicate the relevant data to the concerned interlocutors • Notify one's superiors • Respect the deadlines • Assess the urgency of the issues and identify adaptation solutions. • Identify the training needs of one's team • Forecast the needs in terms of qualifications • Evaluate the performance of one's team • Conduct an interview <ul style="list-style-type: none"> • Arbitrate a conflict 	
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UNIT TWO: DEVELOP AND IMPLEMENT OPTIMISED TECHNICAL SOLUTIONS IN RESPONSE TO THE LOGISTICS SITE'S NEEDS, INCLUDING IN ENGLISH		
KNOWLEDGE	SKILLS	COMPETENCES
<ul style="list-style-type: none"> • The different elements of technical specifications • The main components of the production cost: fix and variable charges, direct and indirect costs, margin and break-even point • Main rules of health and safety at work • Main rules of storage area safety • The quality approach and audit • The storage and transport regulations • Communication and group facilitation technics • Written communication technics • The main operations of receiving, storing, ordering, picking and delivering goods and reverse logistics • The different types of packaging and their costs • Business English language (level B1 of the CEFR) • Project management tools (GANTT- PERT) • Storage unit management 	<ul style="list-style-type: none"> • Identify the different elements of the technical specification file including those written in English • Analyse the quotations of the suppliers, sub-contractors including those written in English • Draw up different simulation scenarii of planning of the activities related to receiving, storing, ordering, picking and delivering goods and reverse logistics • Analyse the appropriateness of products and packaging • Identify the different regulatory and technical constraints • Determine the costs of the different options envisaged • Formalise the results of the feasibility study including in English • Communicate the relevant data to the concerned interlocutors • Well argue including in English the quantified, adapted and planned solution in response to customer requests • Identify the different elements of the action plan • Determine the different regulatory and technical constraints of the action plan • Drawing up the planning of 	<ul style="list-style-type: none"> • Draw up feasibility and economic studies of a logistics • Define and lead an action plan within the framework of the deployment of a logistics solution • Rationalize the layout and the organization of the logistics zone and of the products • Develop work procedures in relation to the logistics activity

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<ul style="list-style-type: none"> • Main rules of physical and economic management of the stocks • Main characteristics and regulation relating to the products and goods • Main characteristics and regulation relating to the handling materials and storage facilities • Main characteristics and regulation relating to the lifting and handling devices and equipment • Main characteristics and regulation relating to the packaging • The main elements of custom regulation relating to storage of goods • Warehouse management system • The handling time standards • Rules governing the layout and the traffic within the warehouse 	<p>activities and deployment of the action plan</p> <ul style="list-style-type: none"> • Formalise the action plan including in English • Fit out and lay out the logistics zone taking into account the different regulatory and technical constraints • Identify the equipment and materials adapted to the characteristics of the goods and their packaging • Store the goods according to their characteristics, turnover and quantity • Fill and set the parameters in the WMS software • Rationalize the moving and shifting of the operators • Check and ensure the respect of the deadlines • Notify one's superiors 	
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TRANSVERSAL COMPETENCES

- Report the logistics activities and operations and communicate with all teh concerned interlocutors including in English
- Implement and enforce safe, safety and quality rules

Specificities about the pharmaceuticals warehouse managers and workers

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Any person working in a Pharmaceutical warehouse must follow the regulatory guide named: *“Bonnes pratiques de distribution en gros des médicaments à usage humain”* edited by the Health and social affairs ministry and by the national agency for pharmaceutical product safety.

Within the warehouse, an official pharmacist must be appointed. He or she can have also logistics competences and skills otherwise a non-pharmacist warehouse manager can undertake the logistics supervision but always under the pharmacist responsibility.

Official pharmacist ‘pharmacien responsable’ or « personne responsable »

This person must have the adequate qualification (pharmaceutical degree) + basic skills of training + excellent knowledge of the *“Bonnes pratiques de distribution en gros des médicaments à usage humain”*.

He or she is personally responsible and must be reached at any time. He or she can delegate tasks (e.g to the warehouse manager) but no liabilities.

In any case all the operations undertaken within the warehouse must follow the *“Bonnes pratiques de distribution en gros des médicaments à usage humain”*

These are the main missions:

- Ensure that a quality management system is implemented and maintained
- Manage authorized activities as well as the exactness and quality of records
- Ensure that initial and vocational training programmes are implemented and up-to-date
- Coordinate and undertake all the actions concerning medicine/drug recall or withdrawal
- Ensure that customer claims are taken into account
- Ensure that suppliers and clients are approved
- Ensure that any sub-contracted activities complies with the *“Bonnes pratiques de distribution en gros des médicaments à usage humain”*
- Ensure that auto inspection activities are undertaken on a regular basis following an approved detailed plan
- Record any delegation of power
- Monitor and decide the final destination of returned/recalled or withdrawn from the market products
- Authorize the return to the distribution/market of the returned products
- Respect the different technical and regulatory rules related to the activity

All the workers in a Pharmaceutical warehouse must be train on the *“Bonnes pratiques de distribution en gros des médicaments à usage humain”* on a regular basis.

In addition to that any workers should be trained on the identification of the different Pharmaceutical product and on medicine/drug falsification on a regular basis.

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Any worker handling and manipulating dangerous or radioactive goods, narcotic or psychotropic drugs, thermo sensitive products must be trained accordingly *on a regular basis*.

Job analysis – Warehouse operator

Central definition

Warehouse Operators
<i>The warehouse operators may work in a particular area or may be classed as multifunctional. They normally receive deliveries of goods and check them against the relevant documentation which may include scanning incoming goods. They may use a forklift truck to load, unload and move goods and have responsibility for replenishing stock. The work may also include order picking, inspection, weighing and packing ordered goods.</i>

In France, the related qualification is EQF level 3

The warehouse agent participates in reception, storage and monitoring of mainly wholesale or direct wholesale products. He (she) may drive a fork-lift truck to move stacked cases, pallets or boxes in the storage area. He (she) stores goods so that they can be recovered quickly as soon as the customer requests them. He (she) produces goods reception or dispatch sheets. He (she) prepares orders. He (she) records each product entry and exit on the computer, which enables him (her) to monitor product flows and stock levels. He (she) performs several marketing operations: welcoming customers and suppliers, etc., dealing with messages, advice, use and storage recommendations, taking orders, saying goodbye to customers. He (she) works in relation with the administrative, commercial and, where applicable, the technical services as well as with the representatives of ordering entities or transport agents.

The jobs corresponding to this qualification are in French:

- Agent Magasinier
- Magasinier
- Préparateur de commandes
- Réceptionnaire
- Magasinier vendeur
- Agent logistique polyvalent
- Agent d'expédition
- Magasinier livreur

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The following competence standard has been drawn following numerous professional interviews, job offer and post description analysis and updated recently (after CENTRAL project end)

AFT, translated it into English and adapt it to the EU format following EQF recommendation and using its descriptors.

In France, the related qualification is EQF level 3

UNIT ONE : TAKE DELIVERY OF GOODS, PROCESS THEM AND MONITOR STOCK		
KNOWLEDGE	SKILLS	COMPETENCES
<ul style="list-style-type: none"> • Main rules of health and safety at work especially for handling operations • Main technical rules of the handling materials • Different administrative documents related to the receipt of goods • The key regulatory requirements relating to loading and unloading goods • Different ways of transmitting and filling system of the documents • The different units/departments of the company • The handling pictograms related to the characteristics of the goods • Key aspects of sustainable development • The storage regulatory mechanisms • Occupational risk-prevention principles 	<ul style="list-style-type: none"> • Unloading or make the goods unloaded • Use handling and personal protective equipment (PPE) respecting the different safety rules • Check delivery and shipment documents • Identify non-compliance and balances • Collect the documents related to receipt of the goods • Control and make connection between the goods and the documents • Note any and all duly justified exceptions on the transport document • Apply the basic rules of sustainable development regarding cleaning, tidying up and recovery of waste • Greet the drivers • Communicate verbally either directly or by phone with different actors • Use information systems to capture any reception flow • Interpreting a storage plan • Determine the storage location of incoming goods taking into consideration their nature • Make report on one's activity • Apply the rules of commodity preservation 	<ul style="list-style-type: none"> • Competence 1.1 :Take delivery of and inspect the goods received • Competence 1.2: Validate the information related to the receipt of goods and allocate storage locations according to the nature of the goods. • Competence 1.3 :Put the item into stock • Competence 1.4 :Draw up inventories of stored goods

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	taking into account the stock turnover <ul style="list-style-type: none"> • Move and store the goods • Identify the storage addresses • Respect the circulation plan • Chose the appropriate handling equipment and PPE • Identify and label the goods accordingly • Identify the handling pictogram 	
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UNIT TWO : PROCESS THE ORDERS IN ORDER TO SHIP THEM TO THE FINAL CUSTOMERS		
KNOWLEDGE	SKILLS	COMPETENCES
<ul style="list-style-type: none"> • Main rules of health and safety at work • Different administrative documents related to the receipt of goods • Different ways of transmitting and filling system of the documents • Main rules of storage and storage area safety • Storage and preservation pictograms related to the characteristics of the goods • Different storage facilities and their characteristics • Storage specificity rules: cold chain, dangerous goods... 	<ul style="list-style-type: none"> • Propose well-adapted products/services to the customer • Provide information and advise the customer • Seek information in the databases • Identify the returned shipment causes and their consequences • Customer focus • Communicate according to the corporate spirit and image • Use the appropriate ICT • Identify non-compliance and balances • Apply the rules of commodity preservation taking into account the stock turnover • Identify the storage addresses • Draw and respect the circulation plan • Chose the appropriate handling equipment and 	<ul style="list-style-type: none"> • Competence 2.1: Prepare the documents related to the processing of orders • Competence 2.2: Greet the customers, identify their needs, draw up the commercial documents and picking stock • Competence 2.3: Wrapping, packing the goods and prepare the documents related to the shipping of orders

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	<p>PPE</p> <ul style="list-style-type: none"> • Identify and label the goods accordingly • Identify the handling pictogram • Make report on one's activity • Prepare the shipment and make sure that the package meets quality requirements and customer needs using the appropriate equipment • Overwrap when necessary. • Draw and validate the commercial documents • Fill in the transport documents 	
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TRANSVERSAL COMPETENCES
<ul style="list-style-type: none"> • Apply health and safety measures in the daily activities • Undertake to arrange his/her work programme in order to complete his/her assignment(s) and operation imperative • Maintain permanent vigilance, identify and report any anomaly

Specificities about the operator working in the perishable good industry

No specific (to the perishable good industry) qualification is required to work as warehouse operator in this kind of industry.

Specific training will be ensured within the company:

Any workers should be trained on the identification of the different perishable and the related pictograms in particular that of handling operations on a regular basis.

Any worker handling and manipulating thermo sensitive products must be trained accordingly on a regular basis