

Introduction – Logistics Qualifications Framework

The draft Logistics Qualifications Framework (LQF) suggested by the project METALOG is based on real work processes. These were surveyed in the framework of a work process analyses in the project partner countries as well as in previous studies. A first draft of the LQF was discussed and evaluated by logistics experts in the project partner countries; then a revised version was developed.

As a result, **nine core work processes** have been identified:

1. Handle incoming goods and related information
2. Transload, repack, store and retrieve goods
3. Pick and pack orders
4. Handle outgoing goods and related information
5. Control and administrate goods and shipment
6. Draw up offers and prepare contracts, supervise customer-relations
7. Organize and implement the shipment and storage of goods
8. Monitor and enhance the efficiency and range of services offered by company
9. Plan and schedule resources

The **matrix with the fields of competencies** displays a detailed description of the core work processes. It differentiates each work process into three degrees of complexity. The matrix is basis for assigning of the core work processes to the levels of the EQF.

Please note:

- The less complex work place demands are shown on the left side of the matrix, the more complex ones on the right side.
- All demands cover the dimensions of knowledge, skills and competence. The tripartition regarding the degree of difficulty may not be misunderstood as a classification of the EQF descriptors.
- It is not possible to compare the work place demands of different core work processes within the matrix: a more complex work demand of work process 1 has not necessarily the same degree of difficulty as a more complex one within work process 2.
- The matrix represents a first step towards a VQTS matrix.

The assignment of the core work processes to the EQF levels actually constitutes the **Logistics Qualification Framework (LQF)**.

The right column of the table displays a condensed version of the EQF descriptors in the dimensions knowledge, skills and competence for the eight levels. In the left column, the nine core work processes are assigned to these levels.

Please note:

- If the different degrees of difficulty of a core work process cover more than one qualification level of the EQF, the work process is assigned to both levels.

Detailed description of fields of competency per work process

Work Processes	Matrix of Complexity of Tasks / fields of competency		
	He/she...		
1. Handle incoming goods and related information	<ul style="list-style-type: none"> - knows documentation procedures for incoming goods - re-labels incoming goods - handles scanners - maintains order in the warehouse 	<ul style="list-style-type: none"> - checks delivery against documentation, e.g. using the information on master labels and packing lists - checks if delivery is undamaged and free from vermin - accepts goods and documents it using tally sheets and/or software - notes special characteristics for storage, e.g. "non-stackable" - transports goods to company-internal destination, knowing the warehouse system and proper storage areas - complies with basic health and safety regulations 	<ul style="list-style-type: none"> - performs quality and quantity conformity inspection - records damaged packages and takes pictures - detects and reports anomalies / faults in goods received - reports defective goods to the customer, asks for instructions from the customer before accepting defective goods - uses storage equipment and transport equipment, e.g. floor-borne vehicles - uses in-house software
2. Transload, repack, store and retrieve goods	<ul style="list-style-type: none"> - distinguishes physical quantities and types of cargo for proper storage in the warehouse - knows the warehouse system and its storage requirements - unpacks and sorts goods - is able to carry through documentation procedures in the warehouse - handles scanners - maintains order in the warehouse 	<ul style="list-style-type: none"> - stores goods efficiently and as required in consideration of the warehouse system - stores goods according to instructions (e.g. refrigerated or dangerous goods) - keeps goods in orderly condition during storage - carries out checks (inventory, counts, etc.), keeps track/ documentation of goods' movements, monitors product flows and stock levels - complies with basic health and safety regulations 	<ul style="list-style-type: none"> - evaluates availability, tracing and status of goods to answer requests of internal / external customers - communicates well and efficiently with co-workers and supervisors - works in a customer-orientated manner - uses storage equipment and transport equipment, e.g. floor-borne vehicles - uses in-house software

Detailed description of fields of competency per work process

Work Processes		Matrix of Complexity of Tasks / fields of competency	
	He/she...		
3. Pick and pack orders	<ul style="list-style-type: none"> – picks goods according to picking list or with IT-support (e.g. scanner, pick by voice, pick by light), knowing warehouse system and locations – uses scanners for identification of stocks, amounts, locations etc. – takes pictures for documentation – maintains order in the warehouse 	<ul style="list-style-type: none"> – picks stocks applying principles like FIFO or LIFO – packs goods and deliveries – uses suitable packaging materials like cardboard boxes, stretch foil (“cling film-ing”) or pallets – checks pallets and goods for damage – complies with basic health and safety regulation 	<ul style="list-style-type: none"> – compile goods into loading units – uses storage equipment and transport equipment, e.g. floor-borne vehicles – uses in-house software – keeps contact with drivers – reports problems – takes decisions on pallet types to use, applying calculations
4. Handle outgoing goods and related information	<ul style="list-style-type: none"> – practises documentation procedures in outgoing goods – maintains order in the warehouse 	<ul style="list-style-type: none"> – labels, marks, secures and seals deliveries in accordance with regulations and statutory stipulations – loads, stows delivers in means of transport in accordance with accompanying documentation – practises securing of loads – complies with basic health and safety regulations 	<ul style="list-style-type: none"> – uses in-house software – uses storage equipment and transport equipment, e.g. floor-borne vehicles
5. Control and administrate goods and shipment	<ul style="list-style-type: none"> – fulfills and performs administrative tasks – applies charges and prices – practices documentation and verification of goods movements and tasks – knows the company's controlling and documentation procedures – knows and applies Incoterms – complies with basic health and safety regulations 	<ul style="list-style-type: none"> – practices logistics controlling – ensures the tracking of goods – checks and documents the bill of lading – issues and checks invoices and receipts, for example from haulage contractors – documents the process in databases, e.g. SAP or warehouse management software 	<ul style="list-style-type: none"> – carries-out payments and dunning procedures – identifies and defines cargo with regard to destination of routes and goods – records company related statistical data

Detailed description of fields of competency per work process

Work Processes		Matrix of Complexity of Tasks / fields of competency	
	He/she...		
	<ul style="list-style-type: none"> – knows legal requirements – respects environmental aspects 		
6. Draw up offers and prepare contracts, supervise customer-relations	<ul style="list-style-type: none"> – applies customer complaint regulations – complies with basic health and safety regulations 	<ul style="list-style-type: none"> – calculates prices, i.e. calculates and verifies elements that constitute the cost of a complex logistical service, – carries through the cost-calculation – processes customer complaints and notices claims and arranges for settlement – communicates and liaises with customers regarding offers and complaints 	<ul style="list-style-type: none"> – manages negotiations with customers – stipulates and supervises contracts – collaborates in the calculation of costs and returns and in commercial control procedures

Detailed description of fields of competency per work process

Work Processes	Matrix of Complexity of Tasks / fields of competency		
	He/she...		
7. Organize and implement the shipment and storage of goods	<ul style="list-style-type: none"> – knows legal requirements – respects environmental aspects – prepares documentation for goods transported – compiles lists and schedules – complies with basic health and safety regulations 	<ul style="list-style-type: none"> – practices economic thinking and efficiency (making use of opportunities to consolidate consignments into larger loading units) – communicates effectively and co-ordinates people involved in the logistics chain and goods' movements, e.g. contacts the haulage contractor, when goods are ready to be handed over – applies the customs procedures and regulations – procures insurances for services rendered – takes into account customs legislation and regulations governing cross-border trade 	<ul style="list-style-type: none"> – conceives and implements transport solutions – organizes shipping of goods to final destinations by air, sea and land; for example: chooses the mode of shipping, compares offers from different hauliers – takes into account legal, environmental and economic concerns; complies with the regulations concerning the shipment of dangerous goods and substances – controls and monitors the cooperation of persons and institutions involved in the logistics chain – designs, directs and coordinates all operations needed to organize international freight transport – documents the process in databases, e.g. SAP or warehouse management software – takes over responsibility for insurance and compliance with customs procedure – issues the customs documents – represents the client when dealing with customs
8. Monitor and enhance the efficiency and range of services offered by company	<ul style="list-style-type: none"> – evaluates own and other companies of-fers – complies with basic health and safety regulations 	<ul style="list-style-type: none"> – knows relevant parts of the logistics market – identifies and evaluates service offers on the transport and logistics market – optimises time and cost of transport 	<ul style="list-style-type: none"> – practices initiative – applies basic research methodologies – monitors the market and plays an active role in enhancing the range of services of-fered by their company

Detailed description of fields of competency per work process

Work Processes		Matrix of Complexity of Tasks / fields of competency	
	He/she...		
		<ul style="list-style-type: none"> – executes suitable post calculations – carries out assessments of key performance indicators (KPI) and evaluates them – develops offers – practices self-organisation 	<ul style="list-style-type: none"> – assists in creating networks to consolidate, dispatch and deliver goods – assists in the development of logistics concepts, using conceptual thinking – takes part in projects regarding the business operations, e.g. the harmonization of different logistics areas
9. Plan and schedule resources	<ul style="list-style-type: none"> – schedules the personnel (short-time) on an operational level – schedules resources, e.g. floor-borne vehicles on an operational level – complies with basic health and safety regulations 	<ul style="list-style-type: none"> – practices store management – medium-term planning of personnel – deals with legal frameworks 	<ul style="list-style-type: none"> – conducts personnel talks

Allocation of the work processes to the competency levels of the EQF

Level-structure of a sector related qualification framework in logistics – final draft

No.	Work Processes	EQF descriptors (condensed)
		K: knowledge S: skills C: competence
Level 1		C: Work or study under direct supervision in a structured context K: Basic general knowledge S: Basic skills required to carry out simple tasks
Level 2		C: Work under supervision with some autonomy K: Basic factual knowledge of a field of work or study S: Basic cognitive and practical skills, use relevant information , solve routine problems using simple rules and tools
Level 3	1 Handle incoming goods and related information 2 Transload, repack, store and retrieve goods 3 Pick and pack orders 4 Handle outgoing goods and related information (5) Control and administrate goods and shipment	C: Responsibility for completion of tasks; adapt own behaviour K: Knowledge of facts, principles, processes in a field of work S: A range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying basic methods, tools, materials and information
Level 4	5 Control and administrate goods and shipment (6) Draw up offers and prepare contracts, supervise customer-relations (7) Organize and implement the shipment and storage of goods	C: Supervise the routine work of others , some responsibility for the evaluation and improvement of work K: Factual and theoretical knowledge in broad contexts within a field of work S: A range of cognitive and practical skills required to generate solutions to specific problems
Level 5	6 Draw up offers and prepare contracts, supervise customer-relations 7 Organize and implement the shipment and storage of goods (8) Monitor and enhance the efficiency and range of services offered by company (9) Plan and schedule resources	C: Management and supervision in contexts of work where there is unpredictable change ; review and develop performance of self and others K: Comprehensive, specialised, factual and theoretical knowledge within a field of work and an awareness of the boundaries of that knowledge S: A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems
Level 6 (+)	8 Monitor and enhance the efficiency and range of services offered by company 9 Plan and schedule resources	C: Responsibility for decision-making in unpredictable work contexts and for

Allocation of the work processes to the competency levels of the EQF

managing professional development of individuals and groups

K: Advanced knowledge of a field of work or study, involving a critical understanding of theories and principles

S: Advanced skills, **mastery and innovation**, required to **solve complex and unpredictable problems** in a specialised field of work
