



CENTRAL

WORKPACKAGE 2

Adaptation of NOVALOG nomenclature in the form of an online database

“Statistical data and job descriptions in transport and logistics”

National report

PART ONE: STATISTICAL DATA AVAILABLE FOR TRANSPORT & LOGISTICS JOBS

1. Overview of national situation

Great emphasis is placed on job definitions and job descriptions in France in general.

Statistics on logistics jobs depend on the selection of jobs that has been made by statistics providers.

Two main approaches can be identified, the demographic and the sectoral one:

The official statistics on employment in France are produced by France's National Statistics Agency (Institut National de la Statistique et des Études Économiques: INSEE) which is a Directorate of the Ministry of the Economy, Finance, and Employment. INSEE operates under government accounting rules: it receives its funding from the State's general budget. It was created by the Budget Act of April 27, 1946. The National Institute of Statistics and Economic Studies (INSEE) collects, produces, analyzes, and disseminates information on the French economy and society.

INSEE collects general employment data, mainly by means of the census of households and through corporate surveys.

- Since January 2004, the census of the resident population of France has become annual. A new census method has replaced the traditional count organised every eight or nine years. The general population census of 1999 was the last occasion when the whole population was counted at the same time. As regards employment matters, it identifies employed persons and job seekers (distinction between employed and unemployed workers),

salaried and unsalaried workers, their workplace and place of residence, the area of activity of the business they are in...

- Employment is also statistically estimated in the Déclaration Annuelle des Données Sociales (DADS) [annual social data declaration] based on tax obligations. The information previously provided by the annual survey of companies is henceforth extracted from these administrative forms (returned to URSSAF), which also deal with employment matters. The annual DADS is a declarative formality that any company employing staff has to fill in. In this document common to the tax and social authorities, the employers provide annually and for every establishment, a certain number of information related to the establishment and to the employees. For every employee the following information is declared: the nature of contract (part-time contract for example) and qualifications of the employees, the payslip information, etc.

Other administrative forms and periodic statistical surveys of the *Ministère du Travail, de l'Emploi, et de la Santé* [department of labour, employment and Health] give an overview of particular aspects of the labour market and its trends (employment of persons with disabilities, mobility...):

- déclaration obligatoire d'emploi des travailleurs handicapés [statutory declaration for disabled workers] (DOETH)
- déclaration mensuelle de mouvements de main-d'œuvre [monthly labour turnover statement] (DMMO)
- enquête sur les mouvements de main-d'œuvre [labour turnover survey](EMMO)

INSEE contributes to the publication of “sectoral statistical snapshots” which provide quantitative information by professional sector using data from public sources such as UNEDIC—which manages amounts paid as State allowances (unemployed workers, preretirement...), paid directly to UNEDIC by the government—, DARES—the *Direction de l'Animation de la Recherche, des Études et des Statistiques* [research, facilitation, studies and statistics branch] of the Ministère de

l'Emploi, du Travail et de la Cohésion Sociale, and CEREQ—the *Centre de Recherche et d'Études sur les Qualifications* [research and qualifications study centre]. These snapshots cover 23 areas of activity and are broken down into 60 subsectors. They comprise information on companies (size, employment growth, geographic location, demography, economic growth...), on the labour force (sex, age, socio-professional category, qualifications, seniority, mobility, young people's access to the sectors...) and on human resources management practices (types of employment, training...). These snapshots are organised into historical series, most of which go back as far as 1994. However, logistics has not been identified as either a sector or a subsector.

In addition, sectoral and professional initiatives are undertaken to characterise and quantify logistics jobs, in particular by the industrial training organisation AFT-IFTIM (the *Association pour la Formation dans les Transports – Institut de Formation aux Techniques d'Implantation et de Manutention*) [transportation training association – implementation and handling techniques training institute] The mission of this group, which brings together 24,000 member companies and is mandated by 24 professional transport and logistics organisations, consists, in particular, in:

- Developing professional training in transport and logistics, and providing continuous training and development for salaried managers in business
- Helping to define and refine the diplomas of the *Ministère de l'Éducation Nationale, de la Jeunesse et de la Vie associative* [Ministry of Education, Youth and associative life] and certified qualifications for the transport and logistics sectors
- Providing technical and teaching support for public and private educational institutions

Moreover, the AFT-IFTIM Group conducts sectoral studies, prospective reviews, analyses and surveys, in an attempt to anticipate transport and logistics needs. In particular, there is:

- the annual survey of employment and training needs in logistics

Conducted annually since 1994 by the AFT-IFTIM Group's Transport and Logistics Research Department, the logistics survey is concerned with logistical strategy and organisation, employment, recruitment and training. The 16th survey elaborated in 2010 covers 5 339 establishments with salaried staff of 100 or more, involved in six areas of activity: the agri-food industry, the pharmaceutical and perfumery industry, the automobile industry, the chemical industry, trade and transport, and logistics service providers, which are selected on the basis of their logistics workforce weighting proportional to INSEE census figures.

- Specific regional studies

Besides, AFT-IFTIM Group's Transport and Logistics Research Department, conducts logistics employment and training studies in French regions on a yearly basis. The purpose of these studies by region is to analyse the need for employment training and skills in logistics functions, and to identify the professional qualifications needed in specific areas of the logistics field through an analysis of the regional logistics players (producers, distributors, service providers) and of the main families of logistics professions (executives, technicians and administrators, operators). Specifically, their goals were:

- To understand the "logistics environment" of the region and identify, in particular, the sectors where logistics-related trades were most represented
- To identify / define the jobs and skills required by the region's companies
- To understand / highlight the various human resources management patterns at work in companies
- To assess logistics job trends
- To analyse the vocational training system and supply for logistics-related jobs (Ministère de l'Éducation Nationale, apprenticeships, qualification contract, job seekers)
- To show the role played by such actors as training organisations, temporary help agencies and the ANPE... in organising the labour market for logistics-related jobs

- To make training proposals to achieve the best possible match between training supply and demand.

2. Labour market statistics

2.1 National classification system

The most detailed statistical data on employment are available in France through the *Nomenclature des Professions et Catégories Socioprofessionnelles* (PCS) [classification of occupations and socio-professional categories], which was introduced in 1982 by INSEE, the French national statistical agency.

The PCS involves two types of organisation:

- by social category; six categories are identified, including workers, technicians and executives,
- by nature of activity; each PCS code refers to a more complete description of the job.

The choice of this classification is based on a set of studies conducted at INSEE on the concept of employment and qualification and how to measure the latter, but also on investigations done by other organisations:

- The Centre de Recherche et d'Études sur les Qualifications (CEREQ) is a public body working under the aegis of both the Ministry for National Education, Youth and Associative Life and the Ministry for Labour, Employment and Health. As a centre of public expertise at the service of key players in training and employment, Céreq is involved in the production of statistics, in research activity and in providing support for the implementation of policies. It gives out advice and counselling intended to clarify choices in the area of training policy at regional, national or international levels. Within the Céreq, the DTEP

(which stands for Travail, Emploi et Professionnalisation) is the Department responsible for analysing how work is changing and how the observed changes are affecting the management of employment and the professionalisation of workers. The aims pursued by this Department are two-fold: to observe how work is evolving, taking the various technological, organisational, socio-productive and human aspects into account; and to measure the impact of the observed changes on the division of labour, the dynamics of qualifications, occupations and professions, labour management and workforce mobilization practices, and the structure and content of diplomas and qualifications. This global approach is being addressed by conducting research along the following four lines: work analyses, considering the content of occupational activities and work situations and how the findings relate to current policies on vocational diplomas and qualifications; studying on the process of professionalisation of the working population, with a view to elucidating the links between work and vocational training at firms and organizations; analysing the modes whereby jobs are filled and companies' workforce replacement requirements are met, and the specific branches and territories involved; prospective studies on occupations and qualifications, at both qualitative and quantitative levels (the prospects for occupations and workforce renewal, respectively). To achieve these aims, the Department performs qualitative studies in which jobs and the positioning of the social partners are analysed. It also manages the statistical Branch Portraits (PSB) database, which includes all the available public statistics relating to the links between work and employment at production units.

- The *Office National d'Information sur les Enseignements et les Professions* (ONISEP) [national information bureau for teaching and trades], a government agency reporting to the Ministry for National Education, Youth and Associative Life whose mission is to provide free information to young people, their families and educational teams on studies and trades, has put together a considerable amount of information on trades and has produced a trades guide that has helped in developing the classification.

- Craft unions and trade unions were consulted regularly on the reform of the classification.

2.2 Logistics and transport jobs in the PCS classification

The new version of the PCS nomenclature was elaborated in 2003 on the basis of the previous versions (the first one in 1982). The renovation consisted in, on one hand gathering within the same socio-professional category, occupations whose distinction had become obsolete and on the other hand in distinguishing some occupations taking into account new jobs (for example, jobs related to NTIC) and transversal functions.

The nomenclature is made of four levels of aggregation fit together. The most detailed level corresponds to an occupation with a four level code made of 3 figures and a single letter. The most aggregated level corresponds to socio-professional groups: 8 levels corresponding to the first figure of the PCS. The intermediary aggregated levels are those of socio-professional categories with 2 figures: 42 occupations with a more aggregated version in 24 occupations.

There are 486 posts, and 11 additional posts corresponding to people without any professional activity. There exists also a version oriented towards firms called PCS-ESE¹.

¹ In carrying out its sectoral studies, AFT has pre-processed PCS codes to extract particular ones related to logistics on one hand and transport on the other hand by comparing them with companies' reality. A list of about 12 logistics PCS codes has been identified related to logistics jobs and 12 related to transport

LOGISTICS JOBS IN PCS CLASSIFICATION BOTH IN NATIONAL AND ENGLISH LANGUAGES

JOB TITLES IN FRENCH		JOB TITLES IN ENGLISH	
codes	job titles	codes	job titles
387a	Ingénieurs et cadres des achats et approvisionnements industriels	387a	Industrial purchasing and procurement engineers and executives
387b	Ingénieurs et cadres de la logistique, du planning et de l'ordonnancement	387b	Logistics, planning and scheduling engineers and executives
477a	Techniciens de la logistique, du planning et de l'ordonnancement	477a	Logistics, planning and scheduling technicians
487a	Responsable d'entrepôt, de magasinage	487a	Warehouse, storage overseers
487b	Responsables du tri, de l'emballage, de l'expédition et autres responsables de la manutention	487b	Operations manager picking and packing, shipping and other warehouse
651a	Conducteurs d'engin lourd de levage	651a	Elevator machines drivers
651b	Conducteurs d'engin lourd de manoeuvre	651b	Forklift drivers
652a	Techniciens de la logistique, du planning et de l'ordonnancement	652a	Logistics, planning and scheduling technicians
652b	Dockers	652b	Dockers
653a	Magasiniers qualifiés	653a	Skilled storage operators
676a	Manutentionnaires non qualifiés	676a	Unskilled handlers
676c	Ouvriers du tri, de l'emballage, de l'expédition, non qualifiés	676c	Sorters, wrappers, shippers—unskilled

According to this example one can underline the fact that the changes made to the PCS by the French statistics Agency reflect the new importance of the level of qualification. In particular, as regards the warehouse jobs, the specification of the specialisation of the operators, according to the nature of the material they use for example, does now matter less than the capacity to identify if the workers are qualified or not. The evolution in the characterisation of the operators jobs is mainly the specification of the presence (or not) of a qualification.

TRANSPORT JOBS IN PCS CLASSIFICATION BOTH IN NATIONAL AND ENGLISH LANGUAGES

JOB TITLES IN FRENCH		JOB TITLES IN ENGLISH	
codes	job titles	codes	job titles
389a	Ingénieurs et cadres techniques de l'exploitation des transports	389a	Transport operation engineers and executives
389c	Officiers et cadres navigants techniques de la marine marchande	389c	Merchant service officers and engineer
466b	Responsables commerciaux et administratifs des transports de marchandises (non cadres)	466b	Administrative and commercial managers in freight transport (non-executives)
466c	Responsables d'exploitation des transports de voyageurs et de marchandises (non cadres)	466c	Operation managers in freight and passenger transport (non-executives)
480b	Maîtres d'équipage de la marine marchande et de la pêche	480b	Merchant shipping and fishery boatswains
546c	Employés administratifs d'exploitation des transports de marchandises	546c	Freight transport operation administrative employees
641a	Conducteurs routiers et grands routiers (saliariés)	641a	Road and long-distance drivers (salaried)
643a	Conducteurs livreurs, coursiers (saliariés)	643a	Delivery drivers, couriers (salaried)
655a	Autres agents et ouvriers qualifiés (sédentaires) des services d'exploitation des transports	655a	Other transport operation skilled non-mobile workers
656b	Matelots de la marine marchande	656b	Merchant shipping sailors

Besides, the new PCS classification distinguishes logistics jobs and transport jobs that were sometimes in the same category in the previous classification (see PCS 6792 and 3861). INSEE has sought to introduce a more precise distinction between transport activities and logistics by going over all responses from companies filling out their yearly statistical forms, including those for PCS.

2.3 Transport and logistics job statistics

The following French census data represent persons holding a job in transport and logistics by fields of activity, but not those people looking for one, i.e. those who have the required qualifications or experience related to the job, although that information is also available.

EMPLOYMENT BY TRANSPORT JOBS AND FIELDS OF ACTIVITY

PCS \ NAF	389A	389C	466B	466C	546C	641A	643A	655A	TOTAL
4941A	1442	7	1073	2717	5752	113212	11747	1073	137025
4941B	362	1	209	617	1142	15865	12701	230	31128
4941C	5	0	1	11	20	577	82	3	699
4942Z	4	0	0	8	9	154	24	5	203
5210A	4	0	1	16	15	25	8	2	70
5210B	87	0	39	308	384	262	156	14	1250
5221Z	32	0	4	54	115	27	3	56	293
5224B	1	0	1	4	3	5	1	1	14
5229A	78	0	82	195	342	842	839	41	2419
5229B	223	6	257	444	685	939	279	54	2886
5320Z	0	0	0	1	1	2	32	0	36
7712Z	1	0	0	1	1	7	1	0	11
8010Z	10	0	0	46	11	46	137	9	260
Total	6818	73	5192	14645	24128	184759	62365	3891	301870

Source: Census, INSEE Re-evaluated with UNEDIC Data

The activities proposed in this table are the following:

4941A	Interurban freight transport
4941B	Local freight transport
4941C	Hire of truck with driver
4942Z	Removals
5210A	Temperature controlled Warehousing
5210B	Warehousing
5221Z	Auxiliary services to freight transport
5224B	Handling
5229A	Express delivery
5229B	Freight forwarding and transport services organisation
5320Z	Courier delivery
7712Z	Hiring of truck
8010Z	Secured transport

It is noteworthy that those figures may not reflect the real number of employees in the chosen activities. However it gives some idea of the tendencies.

For example, the most representative jobs according to this table are definitely those corresponding to Freight transport operation administrative employees and the main field of activity represents that of interurban freight transport.

3. Sectoral approaches

3.1 CNPE/OPTL

In accordance with the general objectives defined by the social partners, the CNPE (national joint professional committee for employment and vocational training in the fields of road transport and auxiliary transport activities) has the following responsibilities in particular:

- To establish and continually update the definitions of the occupational families covering the jobs in these sectors,
- To assess the distribution of positions between these occupational families,
- To provide annual forecasts of the change in number of jobs and the continuing training requirements.

The joint committee of the OPTL (prospective observatory of trades and qualifications in transport and logistics), created via the Agreement dated 25th November 2004 concerning vocational training and employment in road transport and auxiliary transport activities, implemented under the auspices of the CPNE, is responsible for drawing up an annual report on the qualitative and quantitative changes in trades and qualifications.

Analysing this information should help companies to better define their training policy, employees to clarify their career plans, and CPNE members to make recommendations concerning vocational training priorities.

Moreover, a regional annual report similar to the national one is presented in each administrative region by the regional representatives of the national OPTL.

3.1.1 The dedicated statistical tools acquired by the OPTL

➤ Annual survey of a representative sample of establishments in the conventional branch

To supplement public sources of statistics, an annual survey has been carried out since 1990 by the regional employment and training councils (CREF) of the Institutional Relations and Research Division of the AFT, to provide a clearer picture of the specific characteristics of employment in the conventional branch.

The sampling method is based on regional quotas, size of the establishment, and business sector. For the last version of the report (2011), 2730 questionnaires collected from 2730 organisations in 2010 were processed (a 2.5-point increase over 2009), representing 67,918 employees. UNEDIC (French government agency for unemployment benefits) statistics are used as the benchmark to calculate the statistical weightings (concerning establishments and staff) to normalise the data. The survey thus concerns 7.3% of organisations and 10.7% of employees in the conventional branch. The confidence interval ('margin of error') of the national data presented in this brochure is below 2%.

The 2010-2011 survey allows the CPNE to present data assessed on a national and a regional scale through the creation of regional indicator dashboards concerning employment and vocational training. This gives the profession a tool to promote knowledge, dialogue, and action for jobs, qualifications, and training. The reliability of this tool is demonstrated every year.

Many of the indicators presented in the new report were produced by processing the results of this survey.

- **Breakdown of employees according to a job nomenclature specific to the conventional branch**

In particular, the data from the survey provides a breakdown of employees into occupational families according to a job nomenclature that is specific to the conventional branch.

An occupational family comprises all jobs sharing the same purpose and the same professional technical nature, irrespective of the skill level within this technical nature. It refers to all jobs related to the performance of an activity of the company or an area of company administration. It is the natural environment within which employees habitually operate, and within which career advancement usually takes place.

3.1.2 Methodological changes in the 2011 edition

The 2011 edition of the OPTL report is characterised by two changes in methodology:

- **The ‘adjustment’ of the survey data with respect to the definitive UNEDIC statistics**

The results of the CREF survey of companies are adjusted according to the Pôle Emploi (French job centre) statistics, UNEDIC field, which are used to normalize the data: Answers given by the sample population surveyed, selected according to the quota method, are thus extrapolated to the entire population being analysed. Currently available UNEDIC statistics give a number of establishments and an employee workforce as at 31st December 2009, and these figures are provisional (semi-definitive). These figures will however be revised in the next year, giving rise to a ‘definitive’ result. Definitive results are available one year after publication of the provisional results (currently, definitive figures are for the period to 31/12/2008 and provisional figures to 31/12/2009).

Until the current edition of the OPTL report, the results of the survey conducted by the CREFs were adjusted according to the provisional UNEDIC figures, and were not revised on publication of the definitive figure. From now on, the results of the previous year's survey are expressed in a provisional version pending the UNEDIC's revision of its statistics, but all the survey data from the preceding years have been corrected in view of the definitive UNEDIC statistics.

➤ **Updating of adjustment coefficients**

Four activity codes have a broader definition than the scope of the Collective Agreement for Road Transport and Auxiliary Activities:

- **80.10Z – Private security activities:** This code includes the sub-activities of security monitoring and security surveys, which are not included in the Collective Agreement, where only the Cash-in-Transit sub-activity is covered,
- **77.12Z – Hire and hire-purchase of lorries:** The hiring and hire-purchase of cars, included in this activity code, is outside the scope of the Collective Agreement,
- **52.29B – Chartering and organisation of transport:** The specific activities of maritime and air transport auxiliaries, as well as other transport auxiliaries, are also outside the scope of the Collective Agreement,
- **52.10B – Non-refrigerated warehousing and storage:** The Collective Agreement covers organisations that perform non-refrigerated warehousing as their main activity and who operate on behalf of third parties (the goods do not belong to the company).

For these activity codes, the number of establishments and employees covered by the scope of the Collective Agreement is therefore evaluated on the basis of an adjustment. When the scope of the Collective Agreement was extended to include logistics activities (formerly 631E – Non-refrigerated warehousing), this was estimated by means of a survey in late 2005 and early 2006.

Concerning 80.10Z, the adjustment coefficients are reviewed periodically based on re-evaluations of the number of Cash-in-Transit employees nationwide.

Following the entry into force of the new INSEE (National Institute of Statistics and Economic Studies) activity nomenclature (NAF Rev. 2), the Observatory decided to conduct a new survey to update the adjustment coefficients. The panel was made up according to the quota method by activity sector and size category. The survey was conducted by telephone in January 2010. The question was expressed in simple terms: ‘Do you apply the Collective Agreement for Road Transport Auxiliary Activities?’ 1546 organisations with NAF codes 52.10B, 52.29B, and 77.12Z responded, which brings the survey rate to 26%.

Following this investigation via survey, the adjustment coefficients for the activities 7712Z, 5229B, and 5210B were corrected for the reference year 2009.

The survey showed that the application of the old adjustment coefficients led to an underestimate of the number of establishments and employees in the branch as at 31st December 2009: There is a four-point difference for establishments and a six-point difference for employees between the two adjustments. The difference is especially significant for non-refrigerated warehousing, because the survey revealed there are almost 2.5 times more employees covered by the scope of the Collective Agreement than were estimated using the old adjustment.

Comparison of the old adjustment to the new adjustment

Naf rev. 2	Variation from the current situation		Coefficients of the old adjustment		Coefficients of the new adjustment	
	Establishment	Employees	Establishment	Employees	Establishment	Employees
Private security activities 8010Z	0%	0%	6.24%	6.24%	6.24%	6.24%
Hire and hire-purchase of lorries 7712Z	4%	11%	80.00%	80.00%	83.48%	88.41%
Chartering and organisation of 5229B	28%	33%	73.00%	73.00%	93.45%	96.81%

transport					
Non-refrigerated warehousing and storage	5210B	241%	150%	14.27%	22.31%
Total		4%	6%	48.35%	55.36%

This change of adjustment creates a break in the series. This means that changes over time will be tracked in the form of indices and rates of change calculated on the basis of the old adjustment. The survey results concerning 2009 will always be presented using the new adjustment, but as a transitional measure for the 2011 edition of the OPTL report, they will also be given with the old adjustment (dual listing) whenever the results with the two adjustments are significantly different.

3.1.3 Some indicators

FIRMS²

At the end of December 2009, there existed 37 267 firms within the all branch of activity (road transport and transport auxiliary activities) which means a decrease by 0.9 % if we compare this figure to that of 2008. This decrease was particularly felt within the freight activity (-1.8%) whose firms represent 78% of the total branch. However, one can observe a progression in the number of firms within the passenger road transport sector.

NUMBER OF FIRMS DISTRIBUTED BY SIZE- FREIGHT ROAD TRANSPORT SECTOR

1-4 employees	5-9 employees	10-49 employees	+ 50 employees	Total
9188	4546	6107	1271	21112

NUMBER OF FIRMS DISTRIBUTED BY SIZE - transport auxiliaries activities

1-4 employees	5-9 employees	10-49 employees	+ 50 employees	Total

² Rapport OPTL 2011, Enquête Tableau de bord study, « Données ajustées au champ conventionnel, nouvel ajustement, Résultats semi-définitifs au 31 décembre 2009 »

831	593	1203	450	3077
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NUMBER OF FIRMS DISTRIBUTED BY SIZE - LOGISTIC SERVICE PROVIDERS

1-4 employees	5-9 employees	10-49 employees	+ 50 employees	Total
831	593	1203	450	3077

EMPLOYEES³

The number of salaried employees within the conventional branch decreased by 2.7% in 2009 (after a stabilization in 2008 (i.e. + 0.1%)). This decrease was even higher than in other sectors. Indeed, the reduction in the number of employees has been higher than that of the other sectors for the last two years.

NUMBER OF SALARIED EMPLOYEES PER SECTOR

Freight road transport	321 798
Transport auxiliaries activities	104 474
Logistic service providers	36197

EVOLUTION 2009/2008 PER SECTOR

FREIGHT ROAD TRANSPORT	TRANSPORT AUXILIARIES ACTIVITIES	LOGISTIC SERVICE PROVIDERS
-4,20%	-5.3 %	0.3 %

The great majority of employees work in SMEs with the greatest proportion within the companies with less than 50 employees (42% work in a company between 10 and 49 employees in freight road transport sector, 34% in passenger road transport sector). The exception of course is for logistics services companies as shown in the tables below.

³ Rapport OPTL 2011, Enquête Tableau de bord study, « Données ajustées au champ conventionnel, nouvel ajustement, Résultats semi-définitifs au 31 décembre 2009 »

NUMBER OF EMPLOYEES ACCORDING TO THE SIZE OF THE COMPANY - FREIGHT ROAD TRANSPORT

1-4 employees	5-9 employees	10-49 employees	+ 50 employees	Total
199 46	30 940	133 671	137 241	321798

NUMBER OF EMPLOYEES ACCORDING TO THE SIZE OF THE COMPANY - TRANSPORT AUXILIARIES ACTIVITIES

1-4 employees	5-9 employees	10-49 employees	+ 50 employees	Total
2526	5120	34012	47801	89459

NUMBER OF EMPLOYEES ACCORDING TO THE SIZE OF THE COMPANY - LOGISTIC SERVICE PROVIDERS

1-4 employees	5-9 employees	10-49 employees	+ 50 employees	Total
392	641	3379	10063	14475

DISTRIBUTION OF EMPLOYEES BY SECTOR AND JOB FAMILY 2009

	DIRECTION	MANAGEMENT	SALES	PRODUCTOIN	HANDLING	DRIVING	MAINTENANCE	INTERPROF.
Road freight transport	3%	6%	1%	5%	5%	76%	2%	2%
Auxiliaries	4%	9%	3%	26%	15%	39%	2%	3%
Logistics service provider	3%	6%	1%	12%	54%	18%	2%	4%
Total	3%	6%	1%	9%	9%	68%	2%	2%

Source : Enquête Tableau de bord
Données ajustées au champ conventionnel, nouvel ajustement

DISTRIBUTION OF EMPLOYEES BY SECTOR AND SOCIO-PROFESSIONAL GROUP 2009

	Executives	Supervisors
Road freight transport	4,7%	3,0%
Auxiliaries	8,7%	13,8%
Logistics service provider	5,1%	10,2%
Total	New ajustement 5,3%	5,2%

Total	Old ajustement	5,2%	4,7%
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*Source : Enquête Tableau de bord
Données ajustées au champ conventionnel, nouvel ajustement
Résultats semi-définitifs au 31 décembre 2009*

4. Other sources: Ministry of transport statistical service: SOeS.

When calculating and analysing the number of employees within logistics and transport functions, 24 jobs are underlined.

It is noteworthy, that in order to quantify the employment in transport and logistics activities, only focus on the main activity of the firms leads to an under-estimation;

Transport and logistics activities can be undergone as a secondary activity. Above all, these activities can be undergone internally (own account, without any commercial relation with another firm)

As regards the transport function, the great majority of jobs are clearly within the transport firm itself. However, regarding the logistics function, a lot of jobs are located outside the transport and logistics sectors.

ANNUAL AVERAGE NUMBER OF EMPLOYEES – TRANSPORT AND LOGISTICS SPECIFIC JOBS IN 2006 (IN YEAR-EMPLOYMENT)

Profession	Effectifs
Logistique	
Cœur de la logistique	
Magasiniers qualifiés	208 000
Ouvriers qualifiés de la manutention, conducteurs de chariots élévateurs, caristes	144 600
Ouvriers du tri, de l'emballage, de l'expédition, non qualifiés	114 000
Responsables d'entrepôt, de magasinage	36 100
Responsables du tri, de l'emballage, de l'expédition et autres responsables de la manutention	21 900
Logistique étendue	
Manutentionnaires non qualifiés	83 300
Techniciens de la logistique, du planning et de l'ordonnancement	34 700
Ingénieurs et cadres de la logistique, du planning et de l'ordonnancement	21 900
Ingénieurs et cadres des achats et approvisionnements industriels	15 400
Conducteurs d'engin lourd de levage	7 400
Dockers	6 600
Conducteurs d'engin lourd de manoeuvre	4 900
Transport	
Conducteurs routiers et grands routiers	320 600
Conducteurs ilvriers, coursiers	135 600
Employés administratifs d'exploitation des transports de marchandises	30 200
Autres agents et ouvriers qualifiés (sédentaires) des services d'exploitation des transports	25 200
Conducteurs routiers artisans	23 400
Responsables d'exploitation des transports de voyageurs et de marchandises (non cadres)	18 700
Ingénieurs et cadres techniques de l'exploitation des transports	17 400
Agents non qualifiés des services d'exploitation des transports	12 100
Responsables commerciaux et administratifs des transports de marchandises (non cadres)	7 600
Matelots de la marine marchande	5 000
Officiers et cadres navigants techniques de la marine marchande et maîtres d'équipage de la marine marchande	3 600
Conducteurs qualifiés d'engins de transport guidés	3 300
Capitaines et matelots timoniers de la navigation fluviale	1 500
Artisans bateliers	1 000

Source : Calculs SOeS à partir de Insee-DADS 2006 et EAE-2006.

5. Conclusions and perspectives

France has a large amount of information on logistics jobs, which is regularly quantified by means of censuses and surveys of households and companies alike, carried out by INSEE, employment agencies for job seekers, but also by various institutions reporting to government departments.

The production of statistics at global and sectoral levels reveals that organisations are well aware of the political and social stakes linked to the knowledge of the number of logistics workers and of the possibility of having a view of the breakdown of this population by sector and territory. Strong sectoral initiatives have provided sectoral training organisations with regular information on employment and qualifications, to achieve a better match between companies' needs and skills in the workforce.

PART TWO: NATIONAL SITUATION FOR JOB DESCRIPTIONS IN TRANSPORT AND LOGISTICS

1. Overview of national situation

There is a profusion of French sources that describe logistics jobs. In particular, classified by purpose:

- **Statistical**

- The Institut National de la Statistique et des Études Économiques (INSEE), which publishes the Nomenclature des Professions et Catégories Socioprofessionnelles (PCS) used for coding the census and INSEE household surveys (www.INSEE.fr)

- **Career counselling related**

- ONISEP (Office National d'Information sur les Enseignements et les Professions) [French information bureau for training and occupations], a public institution reporting to the Ministère de l'Éducation Nationale, de l'Enseignement Supérieur et de la Recherche, which publishes:
 - An information and orientation CD-Rom called Planète Métier—Voyage au Cœur des Métiers du Transport et de la Logistique [trades planet—a trip to the heart of transport and logistics trades], developed in partnership with the AFT-IFTIM Group
 - Fact sheets on trades and training (www.onisep.fr/national/fiches_metiers)

- STUDYRAMA: *News about careers guidance and student job seeking.* Website: www.studyrama.com/

- Publication of Job identification sheet within the training rubric.

TRANSPORT JOB IDENTIFICATION SHEET

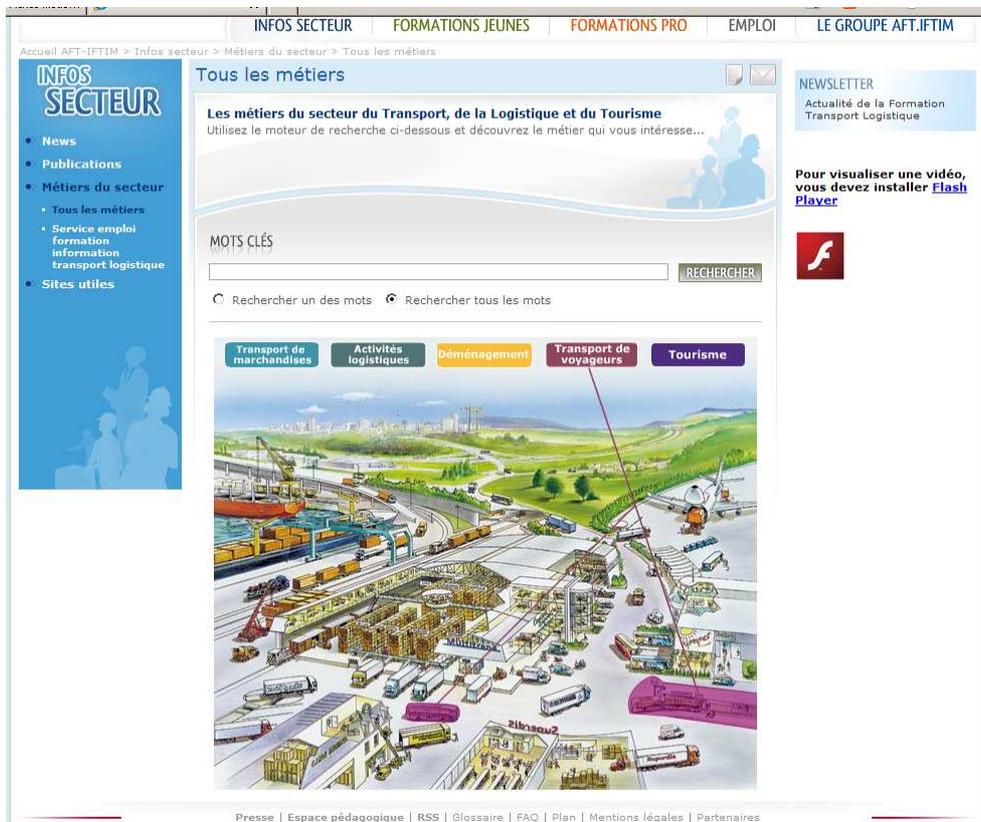
<u>Agent commercial du transport</u>	<u>Transport sales representative</u>
<u>Agent de maintenance</u>	<u>Transport service officer</u>
<u>Agent de routage</u>	<u>Routing officer</u>
<u>Agent de transit</u>	<u>Transit officer</u>
<u>Chauffeur de direction ou chauffeur de maître</u>	<u>in-company chauffeur</u>
<u>Conducteur routier</u>	<u>Road driver</u>
<u>Conseiller à la sécurité</u>	<u>security advisor</u>
<u>Déclarant en douane</u>	<u>Customs agent</u>
<u>Loueur de véhicules industriels</u>	<u>Industrial subcontracting agent</u>
<u>Régulateur de trafic</u>	<u>Traffic regulator</u>
<u>Responsable d'agence commerciale fret</u>	<u>Freight transport administrative and commercial manager</u>
<u>Responsable d'exploitation</u>	<u>Operation manager</u>
<u>Responsable formation</u>	<u>training manager</u>

LOGISTICS JOB IDENTIFICATION SHEET

<u>Agent de maintenance</u>	<u>Logistics maintenance personnel</u>
<u>Agent de manutention</u>	<u>Handling operator</u>
<u>Agent logisticien</u>	<u>logistics operator</u>
<u>Conseiller à la sécurité</u>	<u>security advisor</u>
<u>Déclarant en douane</u>	<u>Customs agent</u>
<u>Emballleur professionnel</u>	<u>Packing operator</u>
<u>Magasinier ou agent de distribution</u>	<u>Storeman</u>
<u>Responsable d'entrepôt</u>	<u>Warehouse manager</u>
<u>Responsable d'exploitation</u>	<u>operation manager</u>
<u>Responsable formation</u>	<u>training manager</u>
<u>Responsable logistique</u>	<u>Logistics manager</u>

- The AFT-IFTIM (Association pour le Développement de la Formation professionnelles dans les Transports – Institut de Formation aux Techniques d’Implantation et de Manutention) which presents on its website all transport and logistics sector channels and training programmes (www.aft-iftim.com).

In particular, within the rubric “Métiers du secteur” (Transport and logistics sector jobs) <http://www.aft-iftim.com/infos-secteur/metiers-du-secteur/tous-les-metiers/>, one can find a detailed description of the different jobs. It is noteworthy that the jobs presented correspond to a title or a diploma.



The screenshot shows the website interface for 'Métiers du secteur'. It includes a navigation bar with 'INFOS SECTEUR', 'FORMATIONS JEUNES', 'FORMATIONS PRO', 'EMPLOI', and 'LE GROUPE AFT.IFTIM'. The main content area is titled 'Tous les métiers' and 'Les métiers du secteur du Transport, de la Logistique et du Tourisme'. It features a search bar with 'MOTS CLÉS' and a 'RECHERCHER' button. Below the search bar are several category buttons: 'Transport de marchandises', 'Activités logistiques', 'Déménagement', 'Transport de voyageurs', and 'Tourisme'. A large image of a logistics hub is displayed below these buttons. The footer contains links for 'Presse', 'Espace pédagogique', 'RSS', 'Glossaire', 'FAQ', 'Plan', 'Mentions légales', and 'Partenaires'.

TRANSPORT JOB IDENTIFICATION SHEET

Agent d’exploitation (h/f)	Operation officer (m/f)
Conducteur déménageur (h/f)	Remover driver (m/f)
Conducteur livreur (h/f)	Delivery man (m/f)
Conducteur routier de marchandises (h/f)	Road transport driver (m/f)
Conseiller à la sécurité (matières dangereuses) (h/f)	Security advisor (dangerous goods) (m/f)

Déménageur professionnel (h/f)	Remover (m/f)
Technicien du transit et de la douane (h/f)	Custom and transit technician (m/f)
Mécanicien réparateur de véhicules industriels (h/f)	Industrial motor mechanic(m/f)
Responsable de parc (h/f)	Vehicle fleet manager (m/f)
Directeur d'exploitation (h/f)	Operation manager (m/f)
Commercial transport (h/f)	<u>Transport sales representative</u> (m/f)
Comptable gestionnaire	Accountant administrator

LOGISTICS JOB IDENTIFICATION SHEET

Chef de quai (h/f)	Pick & pack manager (m/f)
Gestionnaire de stocks (h/f)	Stock manager (m/f)
Magasinier cariste (h/f)	Storeman / forklift driver (m/f)
Responsable logistique (h/f)	Logistics manager (m/f)
Responsable d'entrepôt (h/f)	Warehouse manager (m/f)
Directeur d'exploitation (h/f)	Operation manager (m/f)
Comptable gestionnaire	Accountant administrator

- STUDYA: http://www.studya.com/formations_metiers/transport_logistique.htm

Likewise studyrama, this website provide detailed definitions of transport and logistics jobs.

TRANSPORT JOB IDENTIFICATION SHEET

Chauffeur livreur de produits surgelés	Frozen goods dispatch driver
Chauffeur ramasseur collecte de lait	milk collector driver
Conducteur livreur	Dispatch driver
Conducteur routier de marchandises	Road transport driver
Convoyeur de fonds	Transporter of funds
Coursier	Courier
Affréteur	charterer
Assistant (e) import / export	Import-export assistant
Chef de dépôt	warehouse manager
Commercial transport	transport Commercial agent
Commissionnaire en douane	Custom agent

Commissionnaire en transport	Forwarding agent
Directeur d'exploitation	Operation manager
Dispatcher	Dispatcher
Litigeur transport	Transport legal expert
Mandataire auxiliaire de transport	Transport auxilliary
Organisateur - Agent d' exploitation	Operation agent
Responsable d' agence	Director
Responsable de parc	fleet manager
Responsable d' exploitation des transports des marchandises	Freight transport operation manager
Technicien d' exploitation transport	Freight transport operation technician

LOGISTICS JOB IDENTIFICATION SHEET

Agent de routage	Routing agent
Agent de transit	Transit agent
Agent de magasinage	Warehouse agnet
Agent d' exploitation	operation agent
Analyste logistique	Logistics analyst
Animateur logistique	Logistics leader
Assistant logistique	Logistics assistant
Cariste	forklift driver
Cariste agricole	Agricultural forklift driver
Déclarant en douane	Custom agent
Gestionnaire de stock	Stock manager
Gestionnaire de stocks d' emballages	Packing manager
Ingénieur logistique	Logistics engineer
Logisticien	Logistician
Logisticien dans l'humanitaire	Humanitarian logistician
Logisticien international	InetrnationalLogistician
Magasinier cariste	Handler
Opérateur logistique	Logistics operator
Planificateur	Planning manager
Préparateur de commandes	Order picker

• **Employment or placement related**

- Pôle Emploi is a public institution of administrative nature in charge of employment in France. Created on 19th December 2008, it is stemming from the merger of the National Employment Agency and ASSEDIC (Association for Industrial and Commercial Employment). It actually provides Job identification/definition sheets.

It divides them into functions as follows:

PÔLE EMPLOI JOB IDENTIFICATION SHEET – LOGISTICS FUNCTIONS

Conduite d'engins de déplacement des charges	Load lifting and moving equipment driving
Magasinage et préparation de commandes	Storing and order picking
Manoeuvre et conduite d'engins lourds de manutention	Manoeuvre and heavy handling equipment driving
Manutention manuelle de charges	Load manual handling
Conception et organisation de la chaîne logistique	Conception & organisation of the logistics chain
Direction de site logistique	Logistics site management
Intervention technique d'exploitation logistique	Logistics operation technical intervention

PÔLE EMPLOI JOB IDENTIFICATION SHEET – TRANSPORT FUNCTIONS

Gestion des opérations de circulation internationale des marchandises	Management of the International movement of goods operations
Conduite de transport de marchandises sur longue distance	Long-haul freight transport driving
Courses et livraisons express	Express delivery
Conduite et livraison par tournées sur courte distance	Driving and short distance delivery round
Direction d'exploitation des transports routiers de marchandises	Management of road freight transport operations
Intervention technique d'exploitation des transports routiers de marchandises	road freight transport operation technical intervention
Affrètement transport	Chartering

- The Agence pour l'Emploi des Cadres (APEC) [executive employment agency] (<http://www.apec.fr/>)

N°1 - Analyste logistique	N°1 – Logistics analyst
N°2 - Consultant logistique	N°2 – Logistics consultant
N°3 - Directeur de la supply chain	N°3 – Supply chain manager
N°4 - Responsable expédition et réception	N°4 – Good reception and dispatch manager
N°5 - Responsable des opérations	N°5 – Operation manager
N°6 - Responsable de plate-forme	N°6 – Platform manager
N°7 - Approvisionneur	N°7 - supplier
N°8 - Gestionnaire de flux de produits	N°8 – flow manager
N°9 - Responsable d'entrepôt	N°9 – Warehouse manager
N°10 - Responsable expéditions	N°10 – Dispatch manager
N°11 - Responsable gestion des stocks	N°11 – Stock manager
N°12 - Responsable préparation–réception	N°12 – Order-picking manager
N°13 - Responsable technique maintenance	N°13 – Technical maintenance manager
N°14 - Affréteur	N°14 - charterer
N°15 - Agent	N°15 - Agent
N°16 - Chef d'agence	N°16 – Site leader
N°17 - Chef transit	N°17 - transit leader
N°18 - Directeur de ligne	N°18 – Commercial Director for a specific line
N°19 - Responsable achat transport	N°19 – transport sales manager
N°20 - Responsable de flotte	N°20 – Fleet manager
N°21 - Déclarant en douane	N°21 – Custom officer
N°22 - Responsable de contrat	N°22 – contract/charter leader

- Examples of private website that provide transport and logistics job definitions :
 - Le RUCHER: www.lerucher.com. Le Rucher gives some pretty detailed indications on some different jobs within the following functions :

Direction	Direction
Exploitation	Operations
Gestion	Management
Maintenance	Maintenance
Magasinage	Storage, Handling

Conduite

Driving

• **Standardisation process related**

- - The *Association Française de Normalisation* (AFNOR) [French standardization association]: a state-approved but private, not-for-profit organisation under the supervision of the industry ministry published in 1996 some standardized job profiles. In particular, in a section called PROFILS PROFESSIONNELS GT3: LOGISTICIENS ET AGENTS DE LA LOGISTIQUE : PROFILS PROFESSIONNELS (logisticians and logistics agents : Professional profiles), it described quite precisely the following jobs :

Directeur de la logistique Groupe	Director of logistics group
Directeur (ou responsable) de la logistique	Logistics director (or manager)
Chargé de la gestion logistique	Logistics management specialist
Chargé de l'organisation logistique	Logistics organisation specialist
Analyste en logistique	Logistics analyst
Responsable de la gestion des matières	Materials manager
Responsable de la planification de la production	Planning and production manager
Assistant de planification	Planning assistant
Chargé de l'ordonnancement et du lancement	Scheduling and launch specialist
Agent d'ordonnancement et de lancement	Scheduling and launch officer
Gestionnaire de stocks	Stock/ inventory controller
Agent de gestion de stocks	Inventory management officer
Chef magasinier	Warehouse supervisor
Magasinier	Warehouse operator
Responsable de la distribution physique	Physical distribution manager
Chargé de l'organisation de la distribution physique	Physical distribution organisation specialist
Responsable d'entrepôt	Warehouse manager
Responsable des transports	Transport scheduling specialist
Chargé du planning transport	Fleet manager
Gestionnaire de parc	Physical distribution manager

• **Sectoral Policy Related**

As far as transport is concerned the sectoral job definitions are mainly defined within the French Transport collective bargaining agreement but one can also find logistics job description

FRENCH TRANSPORT COLLECTIVE BARGAINING AGREEMENT JOB DEFINITIONS

Directeur de site(s) logistique(s)	Logistics Site manager
Directeur conditionnement à façon	Customising Manager
Directeur d'exploitation logistique	Logistics Operational Manager
Chef d'exploitation logistique	Logistics Operational Supervisor
Chef de projet (méthodes ou études logistiques)	Project Leader (in Logistics Methods or Studies)
Chef de quai logistique	Logistics Quay Team leader
Chef d'équipe logistique	Logistics Team Leader
Gestionnaire de stocks	Stock/Inventory Controller
Responsable maintenance d'entrepôt logistique	Warehouse Maintenance Supervisor
Responsable management de la qualité	Quality Control Manager
Correspondant du responsable management de la qualité	Quality Control Manager Assistant
Opérateur emballeur	Operator-Packer
Contrôleur / flasheur	Controller/Flasher
Technicien de maintenance d'entrepôt logistique	Warehouse Maintenance Technician
Agent de maintenance d'entrepôt logistique	Warehouse Maintenance Operator
Employé d'ordonnancement	Planner
Préparateur de commandes	Order Picker
Responsable ou superviseur de lignes	Warehouse Supervisor
Opérateur de lignes	Warehouse Operators
Cariste en prestations logistiques	Logistics Forklift Driver
Assistant d'inventaire	Inventory Assistant

- Collective agreement “Industries chimiques” [chemical industries] – Brochure JO 3108
- Collective agreement “Commerce à prédominance alimentaire” [trade involving chiefly food] – Brochure JO 3021
- Collective agreement “Transports routiers et activités auxiliaires du transport” [highway transport and auxiliary transport activities] – Brochure JO 3085
- AGEFAFORIA, the OPCA of the agri-food sector (www.agefaforia.com)
- Contrats d’études prospectives [forward-looking study contracts] and sectoral monitoring agencies compared by the Centre de Recherches et d’Études sur les Qualifications (CEREQ) (<http://www.cereq.fr/index.htm>)
- Observatoire du commerce interentreprises (B2B business observatory) : <http://www.observatoire-oci.org/les-metiers-et-formations-du-commerce-interentreprises/metiers-2/referentiels-metiers>

- Training related

- Diplomas of the Ministère de l’Éducation Nationale (Diploma of the National Education ministry) (<http://www.education.gouv.fr/index.php>)
- Types of training driven by sectoral policies:
 - Job qualification certificates (JQCs)
 - Professional designations (TPs)

- Company baseline based

Logistics job descriptions in France are strongly linked to sectoral approaches that influence job descriptions and the way the classification changes.

2. Job descriptions for the purpose of collective bargaining/social dialog

2.1 Collective agreements

A very significant view of transport and logistics jobs comes from sectors that have developed collective agreements with the social partners, but have no specific statistics production activity.

2.1.1 Road transport and auxiliary transport activities

Regarding transport and logistics job descriptions, the transport sector social partners decided to integrate logistics jobs into the sectoral collective agreement. Gathered in a working group composed of ad hoc experts, they have focused on the jobs performed in unrefrigerated storage activity.

As regards jobs related to transports and within the framework of what have been decided by the project partners, The *Convention nationale collective relative aux Transports routiers et activités auxiliaires du transport* [national collective agreement on highway transport and auxiliary transport activities] listed the jobs as follows:

FUNCTION	FAMILY JOB
Freight road drivers	Worker

Livreur sur triporteur à moteur
Livreur sur triporteur à moteur
Coursier sur véhicule 2 roues
Conducteur de véhicule jusqu'à 3,5 t de P.T.A.C. inclus (coef. 118 M)
Coursier sur véhicule 4 roues
Conducteur de véhicule poids lourd de plus de 3,5 t et jusqu'à 11 t de P.T.A.C. inclus (coef. 120 M)
Conducteur de véhicule poids lourd de plus de 11 t et jusqu'à 19 t de P.T.A.C. inclus (coef. 128 M)
Conducteur de véhicule poids lourd de plus de 19t de P.T.A.C. (coef. 138 M)
Conducteur hautement qualifié de véhicule poids lourd (coef. 150 M)

FAMILY JOB

Employees

Aide opérateur débutant

Taxateur débutant

Employé de transit débutant

Commis en douane débutant

Taxateur

Démarcheur 1er degré

Commis en douane 1er degré

Aide-magasinier d'entrepôt ou de transit

Employé de service administratif, commercial, contentieux, technique, d'exploitation, du personnel

Employé aux expéditions ou aux arrivages

Réceptionnaire.

Employé de transit ou de service aérien 1er degré.

Tarifeur 1er degré (avenant n° 26 du 30 juin 1971).

Commis en douane 2e degré.

Commis en douane 2e degré.

Démarcheur 2ème degré

Employé de transit ou de service aérien 2e degré

Opérateur 1er échelon

Employé de service de groupage aérien 1er degré.

Opérateur 2e échelon

Employé qualifié de service administratif, commercial, contentieux, technique, d'exploitation, du personnel

Employé de transit ou de service aérien qualifié

Tarifeur 2e degré

Magasinier qualifié

Employé de service de groupage aérien 2e degré

FAMILY JOB

Technicians and first-line supervisors

Sous-chef de quai (marchandises).

Contremaître de manutention

Litigeur denrées périssables

Agent déclarant en douane adjoint

Chef de bureau

Chef d'équipe bagages et messageries

Agent de service commercial 1er degré (trafic intérieur).

Chef d'équipe d'atelier 1er degré

Chef de bureau

Chef d'équipe bagages et messageries

Chef de quai (marchandises).

Chefs d'arrivages (denrées périssables).

Chef d'agence 1er degré.

Commis de débarquement

Chef de bureau (services internationaux)

Chef d'équipe d'atelier 2e degré

Chef de bureau

Chef de camionnage auto (marchandises).

Chef de garage mouvement et entretien (marchandises).

Chef de garage mouvement (marchandises)

Chef d'arrivages denrées périssables

Chef d'agence 2e degré

Agent de service commercial 2e degré

Chef de groupe de transit

Chef de groupe magasin

Chef d'équipe d'atelier 2e degré

Contremaître d'atelier

Chef magasinier d'atelier

Piqueur chevaux

Chef de garage mouvement et entretien (marchandises).

Chef de garage mouvement (marchandises).

Chef d'agence 3e degré.

Chef d'arrivages denrées périssables

Tarifeur 3e degré

FAMILY JOB

Engineers and executives

Contremaître d'atelier
Chef de service commercial des transports publics routiers (marchandises).
Chef de services de gare " denrées périssables
Chef de service de comptabilité 1er degré
Sous-directeur ou adjoint au chef d'exploitation (marchandises).
Chef d'un garage très important (marchandises).
Directeur de succursale 1er degré
Chef du service roulage " denrées périssables
Chef de service de transit, d'importation ou d'exportation
Agent déclarant en douane hautement qualifié
Sous-directeur ou adjoint au chef d'exploitation (marchandises).
Chef des services " denrées périssables ".
Sous-directeur ou adjoint au chef d'exploitation (marchandises).
Directeur de succursale 2e degré.
Tout agent exerçant un commandement sur des agents classés dans le groupe 5 doit être classé dans le groupe 6.
Tout agent exerçant un commandement sur des agents classés dans le groupe 6 doit être classé " cadre supérieur ".

It also lists 21 logistics jobs in the appendix to its June 30, 2004 amendment on the specific employment conditions applicable to staff performing logistics activities:

- * ***Operator-packer***
- * ***Order picker***
- * ***Controller-flasher***
- * ***Warehouse maintenance operator***
- * ***Logistics forklift driver***
- * ***Warehouse operator***
- * ***Inventory assistant***
- * ***Planner***
- * ***Warehouse maintenance technician***
- * ***Logistics team leader***
- * ***Stock/ inventory controller***
- * ***Warehouse supervisor***

- * ***Logistics quay team leader***
- * ***Logistics operational supervisor***
- * ***Warehouse maintenance supervisor***
- * ***Project leader***
- * ***Logistics operational manager***
- * ***Customising manager***
- * ***Logistics site manager***
- * ***Quality control manager***
- * ***Quality control manager assistant***

These jobs belong to one of the following four categories:

- Workers
- Employees
- Technicians and first-line supervisors
- Engineers and executives

These job titles and complete descriptions were produced through a combined approach (theoretical and empirical) by a group of social partners, professional organisations, training organisations and transport sector experts.

The second step was to define the jobs identified in logistics-specific functions in unrefrigerated storage. For each job, after a global definition of the job contents, five different headings were designed to give a global view of the tasks, activities, competencies and qualifications required to fit the job:

- Competencies
- Knowledge
- Compulsory initial training
- Qualifying training

The third step consisted in generating a match between the descriptions and the training. They provide some key information on the type of skills required by the jobholder as well as possible training programmes to be followed to acquire the appropriate knowledge, competencies and/or skills. They also propose a cross-referencing of diplomas, qualifying training and specific jobs. The fourth step consisted in the definition of the key job families, at a consolidated level.

For example, as far as logistics jobs are concerned, key job families are defined as follows:

- Implementation and piloting
- Warehouse production
- Warehouse management
- Post-production (co-manufacturing)
- Maintenance
- Quality control/Service quality

2.1.2 Chemical Industry

As far as other sectors are concerned, the jobs described within any collective agreement will mainly include logistics jobs and more

The *Convention collective nationale des industries chimiques et connexes* [national collective agreement for chemical and allied industries] (*Journal Officiel*, 3108, December 30, 1952) categorises jobs by means of coefficients defined by specific amendments: “workers and collaborators”, “first-line supervisors and some technicians”, “engineers and executives”; on the basis of the job they do in one of the eight professional streams, among which logistics does not appear as such. The appendices to the agreement do mention a certain number of logistics jobs.

- ✓ ***Procurement clerk***
- ✓ ***Qualified employee of a sales, technical or operating unit***
- ✓ ***Order picker/packer***
- ✓ ***Receiving clerk***
- ✓ ***Order checker***
- ✓ ***Shipper***
- ✓ ***Warehouse operator 1st grade***
- ✓ ***Warehouse operator 2nd grade***
- ✓ ***Scheduling or production officer***

It will be noticed that in the classification “first-line supervisors and some technicians” and “engineers and executives”, no job is explicitly logistics-related.

**** Procurement clerk***

Keeps inventory control records, reports resupply orders he or she deems necessary, and takes the initiative of making any delivery claims within the time allotted.

Qualified employee of a sales, technical or operating unit

The employee’s work involves a certain degree of initiative and responsibility; the employee must, under the direction of a unit or office manager, carry out either transactions pertaining to one or

more products, purchase or sale vis-à-vis agents, clients, factory suppliers, or transactions pertaining to Customs, shipping, etc., draft correspondence or have it drafted, as the case may be.

*** *Order picker/packer***

An employee whose job it is to prepare orders, which involves a practical knowledge of the warehouse's products or articles. Ensures orders are packed and loaded in keeping with clear guidelines.

*** *Receiving clerk***

An employee whose job it is to receive merchandise, check quantities, and ensure everything is in accordance with the packing slips or purchase orders; signs for goods received.

*** *Order checker***

An employee whose job it is to check the order picking as defined in the "Order picker" job description and who is responsible for the orders' being correctly processed.

*** *Shipper***

An employee with good practical experience of the merchandise on hand, able to determine the most appropriate shipping methods from the nature of the merchandise and the destination; in particular, ensures that merchandise is properly packaged and crated.

*** *Warehouse operator***

An employee whose job it is, under the direction of the foreman or warehouse supervisor, to receive, store and deliver merchandise; and to look after general storekeeping, including books or records.

*** *Scheduling or production officer***

An officer sufficiently familiar with the workshops' operations and their production capacity, who must turn orders received into a performance schedule, monitor the progress of the various production stages and ensure that deadlines are met.

Moreover, the website of the Union des Industries Chimiques gives a list of jobs in the chemical industry, including logistics jobs (http://www.observatoireindustrieschimiques.com/fr/repertoiremetiers/Page_fic.php?A21). The Union des Industries Chimiques (UIC) is the professional organisation that brings together all chemical companies and provides them with exchange and meeting facilities. It helps them develop. It represents and defends them in the various spheres where it fulfils its missions: the social, economic, technical, fiscal and legal spheres. The professional organisation serves its member companies. It informs and advises them and provides them with the tools they need to properly manage their human resources and comply with the economic and technical regulations they are subject to.

The logistics jobs included in the nomenclature of jobs provided by the Observatoire des industries chimiques (chemical industry Observatory) are listed below and divided into two functions:

LOGISTICS PLANNING AND MANAGEMENT	
* Approvisionnement(euse)	Supplier
* Gestionnaire logistique	Logistics manager
* Planificateur(trice) logistique	logistics planner
* Responsable de la logistique	Head of logistics
* Spécialiste ordonnancement-planning	Planning specialist

LOGISTICS OPERATIONS	
* Chauffeur(euse) poids lourd	HGV Driver
* Conducteur(trice) d'engins	Driver
* Conducteur(trice) ferroviaire	railway driver
* Opérateur(trice) logistique	Logistics operator

* Responsable d'exploitation logistique	Head of logistics operation
* Spécialiste exploitation / transports	transport operation specialist

These jobs are defined as follows:

- Activities
- Competencies
- Training (diplomas specified)

It is noteworthy that the second functions includes jobs more related to Transport than Logistics but in many cases transport is comprised within logistics.

2.1.3 Trade (with food predominance)

The *Convention collective relative au Commerce à prédominance alimentaire* [collective agreement for trade involving chiefly food] (Brochure JO 3021, May 29,1969) gives a classification of functions in the appendix to its amendment No. 70 of May 30, 1997. In particular, it contains the following jobs, which are described from the point of view of the activities involved:

- * **Regional warehouse director**
- * **Buyer**
- * **Logistics sector manager**
- * **Purchasing clerk**
- * **Controller**
- * **Receiving clerk**
- * **Logistics operations officer**
- * **Warehouse forklift driver**



*** *Picker / packer***

*** *Regional warehouse director***

Under the company's logistics policy, has responsibility for operating the warehouse so as to optimise results and service quality relative to operating costs.

He/she is responsible for social dialogue and management quality.

Level VII duties include participation in setting and attainment of objectives in his or her unit (establishment, service).

*** *Buyer***

Helps develop purchasing policy and choose suppliers. Negotiates a supply contract, for all purchasing conditions.

*** *Logistics sector manager***

Within his or her responsibility sector (receiving, order picking area, shipping), sees to proper day-to-day operations, organises and monitors staff's work and ensures the technical and administrative quality of the services provided by the sector.

*** *Purchasing clerk***

On the basis of standing directives and rules on making up and tracking orders, ensures the proper quantities, deadlines and costs in supplying a group of establishments with the items for which he or she is responsible.

*** *Controller***

Checks that palettes or rolls are loaded in accordance with the delivery order.

Affixes a verification tag as well as the consignee's address. Takes means to ensure the integrity of the shipment until it reaches the consignee.

*** Receiving clerk**

Checks products delivered against the order and shelves the products in the right order, using materials-handling machinery as appropriate. Sends the indicated units the documents attesting delivery, after attaching them. May participate in the unloading of merchandise.

*** Logistics operations officer**

Is fully responsible for the work of a given warehouse sector (grocery, beverages, personal care products).

*** Warehouse forklift driver**

For a given warehouse zone, ensures that picking areas are correctly addressed and stocked, in compliance with traffic and safety rules and deadlines, in conjunction with Receiving and Order Picking.

May prepare merchandise.

*** Picker / packer**

In the warehouse, picks a stores order, looks for items, removes correct quantities, tags items, loads them on rolls or palettes, and records changes.

2.1.4 Sectoral policies: Contrats d'études prospectives and sectoral monitoring agencies + CEREQ's comparative analysis (1999) of eight CEPs

Management and labour, both having employment and training skills, have adopted tools such as *contrats d'études prospectives* for particular sectors in order to take their consideration of occupational classifications to the sectoral level.

CEPs are not, therefore, (forecasting or forward-looking) studies like any others, for they are inspired by the issue of changing work and competencies with which both social partners are confronted, and are conducted jointly by management and labour. It will be easier to reach a

minimal accord on this issue if technical support is instituted with the objective, where necessary, of helping professional sectors to fine-tune their proposals and develop a specification that emphasises the economic, technological and socio-organisational issues around which the CEP must be structured. Such technical support is mainly intended for those professional sectors lacking both a logistics structure and adequate study and analysis capability. It may in some cases be intended to quickly diagnose one or two points deemed seen as priorities by the sector with a view to facilitating negotiations between the professional organisations and the trade unions.

Since 1988, many *contrats d'études prospectives* (CEPs) have been signed between government and professional and union organisations representing sectors. The creation of a sectoral monitoring agency is often one of the CEP's recommendations.

In its analysis of monitoring agencies' activities, the Centre de Recherche et d'Études sur les Qualifications (CEREQ), a public centre of expertise serving training and employment stakeholders, compared eight sectoral systems, five of which identify logistics jobs, including the trade sector's system (FORCO), which lists four of them:

- * ***Packaging, stocking and handling labourers***
- * ***Storage managers***
- * ***Logistics executives***
- * ***Inspectors, warehouse supervisors***

Such is the case with the *Observatoire National Paritaire des Métiers et des Emplois de la Plasturgie* [a national joint monitoring agency for the plastics industry], which has developed a chart of benchmark jobs comprising 15 functions, including Supply chain/logistics/sales (including two jobs: ***logistics operators and logistics specialist***), as well as wholesale trade, which has developed its own elaborate trades catalogue, and which lists, under logistics, the following trades:

- * ***Expert inspector***
- * ***Purchasing clerk***
- * ***Forklift driver***
- * ***Workshop foreman***
- * ***Warehouse foreman***
- * ***Warehouse operator***
- * ***Picker / packer***
- * ***Receiving checker***
- * ***Logistics manager***
- * ***Quality manager***

The description of these jobs contains the following headings:

- Definitions
- Tasks and activities
- Work situation
- Competencies
- Training
- Awareness and behaviour

CEREQ's analysis also refers to the national employment and vocational training scorecard for highway transport and auxiliary transport activities, which includes a handling/warehousing job family. However, this scorecard will be undergoing some changes to take into account the 21 new logistics-related jobs identified in the collective agreement.

3. Job descriptions for the purpose of employment/vocational career guidance

There are two types of job description for employment and information purposes in France, corresponding to the organisation of these two areas of activities: one is related to information services on jobs and sectors, available mainly to students, and the other is related to employment agencies and related services, all dealing with the correspondence between employers, employees and job seekers.

On one hand, the information purposes job description may be at a number of institutional agencies that have been created to circulate information oriented to teachers, students, or any job seekers looking for information and orientation inputs.

Information purposes are mainly covered in France by ONISEP, a specialised structure reporting to the labour department.

On the other hand, some institutional bodies are working to implement employment policy in France and to improve cross-referencing between job vacancies, applicants and employers. The best example of such a body is the public national employment agency called Pôle Emploi, as well as APEC, the Agence pour l'Emploi des Cadres (Executives employment Agency).

3.1 ONISEP trades fact sheets

ONISEP (the Office national d'Information sur les Enseignements et les Professions), is a public institution reporting to the Ministère de l'Éducation Nationale, de l'Enseignement Supérieur et de la Recherche.

The ONISEP site allows young people to consult 400 different jobs fact sheets, in particular for orientation purposes. It is interesting to note that the fact sheets are searched by field. But the field of logistics is not represented as such. You must access the logistics-related trades by querying the “transport” field.

Road transport jobs described within the ONISEP guide: Les métiers du transport

Conducteur routier	Road driver
Agent de transit	Transit agent

The logistics jobs listed are:

Déclarant en douane	Customs clearance officer
Ingénieur logistique	Logistics engineer
Magasinier	warehouseman
Responsable d'entrepôt	Warehouse manager
responsable logistique	Logistics manager

For each of these jobs, ONISEP presents:

- Activities related to work in this trade
- Relevant working conditions
- Qualifications for working in this trade
- Career and promotion opportunities
- Salary expectations
- Training

Sample descriptions:

*** *Scheduling manager***

The scheduling manager establishes a manufacturing schedule and tracks the progress of work. He or she may even, in some companies, manage the various means of production (supplies, equipment, personnel...).

- ✓ Establish a manufacturing schedule

The sales office transmits the orders it has received: what product should be manufactured, in what quantity, by what date?

From the information in the company's database, the scheduling manager will know the components of the product to be manufactured, and, for each component, the subsequent operations to be performed: turning, milling, rectification, testing, etc.

He or she sets precise start and end dates for each operation to ensure turnaround times can be met.

He or she then distributes all of these operations among the various work stations of a workshop or factory.

For each shift, he or she establishes a work schedule for the various orders, taking priorities into account (parts to be provided as soon as possible).

The manager then has on his or her computer a table—the schedule—indicating for each shift the work to be done in a given period. This is the forecast manufacturing schedule.

- ✓ Track the progress of the work

Once manufacturing begins, he or she must monitor it.

The computer networks linking the workshops to the scheduling unit provide real-time information on the progress of the work. The scheduling manager can at any time refer to the schedule to compare each work station's actual production with what was planned.

If a discrepancy is noted, and the lag is too great, he or she will then make the requisite decisions: use another workshop's excess capacity, bring new equipment on line, subcontract to an outside company, etc.

To pilot operations in this way requires quick reactions and a great ability to adapt to unforeseen circumstances.

- ✓ Manage the various means of production

In SME-SMIs, the scheduling manager controls all stages of production management.

He or she can thus create the right conditions for manufacturing to start up on the scheduled date: for example, by ordering spare parts or raw materials. He or she then sets the quantities to be received, the delivery deadlines to be met, and makes up purchase orders for suppliers.

In consultation with the personnel unit, he or she determines what staff complement will be necessary.

Finally, with the methods, maintenance and quality units, he or she sees to it that manufacturing equipment (machinery) will be available.

3.1.1 Studya job descriptions

The studya website is clearly oriented towards pupils, students and trainees.

It gives clear information about different trainings, jobs descriptions, possibilities of language study holidays, schools, Universities, training centres...

The format is clearly designed for young public.

As regards the descriptions of jobs (see previous list), it provides a definition according the context proposed by a specific actor of the related sector.

For example, the definition of transport organiser is given by TLF a transport professional organisation and that of fleet manager job is given by AFT-IFTIM:

The Fleet manager:

- What does is do ?

He/She manages all the vehicles taking care of technical viability of the vehicles.

He schedules the renewal of the fleet, maintenance and repairing operations and technical visits.

He may coordinate the workers of vehicle workshop.

- How does he do it?

He works in close collaboration with operation services and external experts of repair shops. He manages the fleet taking into account fleet profitability.

- What are the crucial qualities?
 - Rigour
 - Anticipation
 - Security sensitivity

- Which training ?

You can apply for this kind of job with relevant work experience and/or transport training such as, ETL (Ecole du Transport et de la Logistique), BAC Pro Maintenance Automobile option "véhicules industriels".

Agro-industry

The agro-industry sector has developed a website in order to promote Agro industry jobs and their sector i.e. www.ageforia.com.

Logistics jobs are classified as below

Préparateur(trice) de commandes	Order picker
Chauffeur-livreur	Driver/delivery man
Agent logistique	Logistics agent
Animateur(trice) logistique	Logistics first line manager
Logisticien(ne)	Logistician
Responsable logistique et supply chain	Supply chain manager

These jobs are defined as follows:

- Activities
- Competencies
- Training (diplomas specified)

3.1.2 Pôle Emploi operational trades and jobs directory (ROME)

In this agency, one specialised department is in charge of job description follow-up. Pôle emploi, as the former national Agency did (ANPE), uses the Répertoire Opérationnel des Métiers et des Emplois (ROME), whose first version dates from 1993.

Unlike PCS, the ROME code no longer relies on hierarchical criteria to differentiate the players in the fields of warehouse operations and handling—hence, there are three fewer logistics jobs than in the PCS classification.

Moreover, whereas qualifications form one of the sorting principles in PCS, ROME uses them only for assignment to the major occupational categories. Similarly, status is not a guiding principle in ROME (job seekers are by definition looking for a salaried position, no matter what their previous status: independent worker, for example).

ROME is, in general, more detailed than the PCS classification, but as regards logistics jobs, six are identifiable. These are: two types of warehouse worker, one technician and two management level jobs (one operational, the other more strategic).

**** Technical executive, methods-scheduling-planning***

**** Goods storage and distribution operator***

**** Goods loading/unloading operator***

**** Logistics manager***

**** Industrial buyer***

For each job, one form was created, with the following items:

- Main titles of the job
- Brief definition
- General working conditions
- Training and experience needed
- Shared competencies
- With a distinction between:
 - Basic technical competencies
 - Associated competencies
 - Job-related abilities
 - Specific activities
- Location where the activity has to be performed
- Working conditions

As an example, the description of one of these occupations is given below.

*** *Goods storage and distribution operator***

Most common titles: storesman, courier service consolidator, warehouse operator.

Specific titles: shipping officer, consignment clerk, chief storesman or chief warehouseman, warehouse supervisor, quay team leader, head storesman, chief courier, labeller-tallyman, order picker, receiver, dispatcher, shipping manager, warehouseman-salesman.

Definition: takes part in the logistics function of the company by receiving, storing, preparing and distributing goods. Use of a computer for inventory management is increasingly indispensable. May in some cases have supervisory duties.

General employment conditions: This trade or occupation is carried on in a shop, on distributors' (dealers') premises, in a warehouse or on a loading quay, alone or as part of a team. The work may involve the handling of hazardous cargoes or materials or the use of materials-handling machinery. In some cases the work may necessitate contact with clients (shop work).

Training and experience: Depending on the function, this trade/occupation may be entered with a level IV (CAP or BEP) or V (Bac professionnel) education. To gain employment as a warehouse

supervisor, chief courier or quay team leader a number of years of experience are necessary. It is possible to quickly gain a supervisory position (chief warehouseman) with level III training such as a DUT in transport and logistics. This trade or occupation is also accessible through ongoing training.

Common skills:

Basic technical skills:

- Receive and stock products or merchandise
- Recognise and check products or merchandise
- Prepare deliveries and shipments

Associated skills:

- Hold a trade proficiency certificate as a forklift driver
- Have some grasp of a foreign language

Employment-related abilities:

- Meet deadlines (preparing deliveries and shipment runs)
- Comply with rigorous monitoring processes (product receiving, tallying quantities taken from inventory...).

ROME is now in the process of being amended. There will be an impact on jobs found to be logistics-related, whose descriptions will be amplified. In particular, the goods loading/unloading operator, the goods storage and distribution operator, and the logistics manager would disappear, being replaced by the following:

*** Forklift driver**

*** Handling operator**

*** Storesman/order picker**

*** Logistics site supervisor**

*** Logistics technician**

3.1.3 The occupational family classification or FAP

Because of the need to analyse employment and unemployment by trade, a specific trades classification has been developed based on the occupational family (FAP): <http://www.travail-emploi-sante.gouv.fr/etudes-recherche-statistiques-de,76/statistiques,78/metiers-et-qualifications,83/les-familles-professionnelles,231/la-nomenclature-des-familles,10961.html>.

The occupational family classification is a classification of trades used by DARES and many other organisations to reconcile employment data with unemployment data.

Accordingly, it was based on the Répertoire Opérationnel des Métiers et des Emplois (ROME) used by the ANPE and from now on by the Pôle Emploi to code the employment sought by job seekers and employers, and on the Nomenclature des Professions et Catégories Socioprofessionnelles (PCS), used in particular in coding the census and the employment survey.

The trades are clustered by occupational families (224 at the detail level, 84 at a more aggregate level), which in turn are placed in broad occupational categories (22 in number) such as construction, mechanics or computing. The numbering system adopted reflects both the logical order of the families and the clustering principle. It begins with a letter representing the occupational category (e.g. J-Tourism and transport).

These “occupational categories” must not be confused with areas of activity, even though the names are sometimes very similar. Except in particular cases, what is being looked at is individuals’ activities, not those of the company they work for. The first figure after the letter is a serial number. At this level of generality, DARES publishes summary fact sheets on employment and unemployment by occupational family (1983-1998 or 1982-2002 period), on the basis of such criteria as age or diploma level. The second figure indicates the qualification (independent, skilled worker or not, highly skilled worker, qualified employee or not, first-line supervisor, technician or intermediate occupation, engineer and executives).

Six logistics jobs may be identified (see following table and corresponding jobs in PCS and ROME codes).

FAP FOR TRANSPORT AND LOGISTICS JOBS

FAP
H0Z92 methods, scheduling, planning engineers
J0Z20 packaging and handling labourers
J1Z40 skilled storage and handling workers
J1Z80 storage managers
J3Z40 Light vehicles drivers
J3Z41 road passengers transport drivers
J3Z42 short distance drivers and deliverymen
J3Z43 Road drivers
J4Z40 Transport operation agents
J4Z60 Transport controller
J4Z80 Logistics managers (non executives)
J5Z61 Transport administrative agents
J5Z80 Tourism and transport technicians
J6Z90 Transport executives
J6Z92 Planing,scheduling and logistics executives & engineers
R4Z91 Sales engineers and executives (<i>matches 6 PCS codes, only one of them in logistics, and 3 ROME codes, one in logistics</i>)

Source: INSEE

In cross-referencing the ROME and PCS specifications, which do not have a one-to-one correspondence, at the level of the 224-position occupational family classification—that is, at the maximum level of detail—, several ROME numbers were placed opposite a single PCS number when necessary, as the ROME classification is more detailed. All possible cases were considered in terms of qualifications for each trade in ROME. Thus, in some cases, the same ROME number was assigned to one, two or three different families, depending on the qualification.

3.1.4 Occupational standards [référentiel des métiers] of the Agence pour l'Emploi des Cadres (APEC)

The Agence pour l'Emploi des Cadres (APEC), a major player in the executive recruitment market in France, assists companies in recruiting their executives and also assists the executives at all stages of their professional lives (first job, mobility, professional advancement...). These jobs are identified and described in jobs baselines specific to occupational categories, one being concerned with the logistics and transport trades.

APEC's 2002 transport and logistics occupational standards lists a number of transport and logistics trades, including missions, recruitment profiles, employers, advancement possibilities and personal accounts by executives currently employed:

N°1 - Analyste logistique	N°1 – Logistics analyst
N°2 - Consultant logistique	N°2 – Logistics consultant
N°3 - Directeur de la supply chain	N°3 – Supply chain manager
N°4 - Responsable expédition et réception	N°4 – Good reception and dispatch manager
N°5 - Responsable des opérations	N°5 – Operation manager
N°6 - Responsable de plate-forme	N°6 – Platform manager
N°7 - Approvisionneur	N°7 - supplier
N°8 - Gestionnaire de flux de produits	N°8 – flow manager
N°9 - Responsable d'entrepôt	N°9 – Warehouse manager
N°10 - Responsable expéditions	N°10 – Dispatch manager
N°11 - Responsable gestion des stocks	N°11 – Stock manager
N°12 - Responsable préparation–réception	N°12 – Order-picking manager
N°13 - Responsable technique maintenance	N°13 – Technical maintenance manager
N°14 - Affréteur	N°14 - charterer
N°15 - Agent	N°15 - Agent
N°16 - Chef d'agence	N°16 – Site leader
N°17 - Chef transit	N°17 - transit leader

N°18 - Directeur de ligne	N°18 – Commercial Director for a specific line
N°19 - Responsable achat transport	N°19 – transport sales manager
N°20 - Responsable de flotte	N°20 – Fleet manager
N°21 - Déclarant en douane	N°21 – Custom officer
N°22 - Responsable de contrat	N°22 – contract/charter leader

4. Job descriptions for the purpose of training

A distinction should be made between:

- diplomas granted by the Ministère de l'Éducation Nationale (national secondary-school and higher diplomas),
- designations granted by other departments, and
- titles created and issued under the aegis of the professional sectors.

In all three cases the certification issued attests to a “qualification”, that is, the ability to conduct professional activities in a number of situations work, with varying degrees of responsibility as defined in a “baseline”.

4.1.1 Ministère de l'Éducation Nationale diplomas

Commissions Professionnelles Consultatives (CPC) [professional advisory committees] are convened so that the Ministère de l'Éducation Nationale, employers, wage earners, public authorities and qualified persons may consult and give their opinions on the creation, upgrading or elimination of diplomas in technological and professional teaching.

The French decree [n°2007-924 du 15 mai 2007](#) sets up 14 professional advisory commissions tallying with main economic fields. As an example the 11th one deals with transport and logistics

and is named: 11ème CPC - Transport, logistique, sécurité et autres services (transport , logistics , security and other services).

Each diploma of the Ministère de l'Éducation Nationale has its **employment standards**, which strongly emphasises working conditions (occupational context, type of business, place in the company's organisation, employment environment, and general employment conditions). Skills required to carry on the various trades are also described in great detail (cf. the decrees defining or creating the diplomas). These are broken down into:

- General competencies
- Final competencies (expertise)
- Operating conditions
- Associated knowledge

This information is available, in particular, for the following diplomas:

*** CAP Warehouse operations and courier service officer**

*** CAP Road driving**

*** CAP Professional packer**

*** CAP deliveryman**

*** BEP Logistics and marketing**

*** BEP Driving and operations in road transport**

*** BP Transport security technical agent**

*** BAC PRO Transport operations**

*** BAC PRO Logistics**

*** BTS Transport**

CAP: Certificate of professional competence (level V)

BEP: Vocational studies certificate (level V)

BP: Professional certificate (Level IV)

BAC PRO: Baccalauréat professionnel: vocational baccalauréat diploma (Level IV)

BTS: Advanced Technician's certificate (Level III)

In the operational area, the CAP Warehouse Operations diploma is applicable to the various operators' jobs. The modules are oriented towards order picking, storage techniques, handling procedures, etc. Otherwise, the Logistics and Marketing BEP allows people to obtain a reception, storage or order picking job. As such, these two diplomas are targeted to people wanting warehouse workers' jobs. The highest degree in logistics is the Professional A level in logistics, which trains candidates in IT systems knowledge, customer relations, cost optimisation and flow management.

As regards transport, the great majority of diploma are delivered on the basis of a level V with three CAP and BEP. It noteworthy that the delivery, light vehicle driving is taking into account.

4.1.2 Types of training driven by sectoral policies

4.1.2.1 Job Qualification Certificates (JQCs)

JQCs are issued at the behest of labour organisations, wage earners and employers. The only thing that changes in different sectors is the name and role of the bodies responsible for JQC issuance. The responsible bodies are: the CPNE (*Commission Paritaire Nationale de l'Emploi et de la Formation Professionnelle*) [national joint commission for employment and vocational training] for national sectoral collective agreements, and/or the professional section of the OPCA (*Organisme Paritaire Collecteur Agréé*) [authorized joint collecting body]. As follows, examples of job qualification certificates are presented.

- * **Order picker** (in mainly food-related businesses)
- * **Industrial logistics technician** (in the chemical industries)
- * **Interprofesional logistics agent**
- * **Transport of funds and securities**
- * **Road transport and beverages distribution driver (beverage national federation)**
- * **Telecommunications products logistician** (in the metallurgical and mining industries)
- * **Logistics technician** (in the metallurgical and mining industries)
- * **Warehouse and logistics operator** (in metallurgical and mining industries)

For the sector that sells and distributes mainly food, and for the performance of its companies, service quality is the essential factor. Also, means have been taken to upgrade wage earners' qualifications. These are based on close co-operation with the educational system and the involvement of the Commission Paritaire National de l'Emploi (CPNE) in producing qualifications, with the creation of four job qualification certificates, including the "**order picker**" JQC.

The chemical industries sector has adopted qualifications validated by labour and management alike so as to better meet the need for new, "state-of-the-art" qualifications and cope with rapid technological change. These qualifications complement the training given by the Ministère de l'Éducation Nationale and the job training certificates issued by the *Ministère de l'Emploi* [department of employment]. The sector now has 23 validated qualifications, including the "**industrial logistics technician**" JQC. Its professional objectives are defined in terms of capacities.

5.2.2 The professional certification system of the Ministère de l'Emploi: Professional designations (TPs)

The *Répertoire National des Certifications Professionnelles* (RNCP) [national directory of professional certifications] is intended to ensure that individuals and companies have access to continually updated information on professional degrees and designations and on the qualification

certificates on the official lists of the *Commissions Paritaires Nationales de l'Emploi des Branches Professionnelles* [national joint commissions for professional sector employment]. It lists vocational titles, diplomas and some JQCs. As an example:

LEVEL II
<u>Licence Professionnelle Logistique de distribution et logistique électronique</u>
<u>Licence Professionnelle Logistique option conception, management et commercialisation de chaîne de transport de marchandises</u>
<u>Licence Professionnelle Logistique option logistique de distribution et</u>
LEVEL IV
<u>BEP Conduite et services dans le transport routier transport</u>
<u>Logisticien transport international</u>
<u>Responsable de production transport logistique</u>
<u>Responsable du transport multimodal et activités associées</u>
<u>Responsable en logistique</u>
<u>Responsable en logistique de distribution</u>
LEVEL III
<u>DUT Diplôme universitaire de technologie spécialité Gestion logistique et transport</u>
<u>TP Technicien supérieur en transport logistique, option transport terrestre, option transitaire aérien et maritime</u>
<u>Chef de groupe de manutention portuaire</u>
<u>Maître de pont</u>
<u>Technicien supérieur du transport international et de la logistique portuaire</u>
LEVEL IV
<u>Agent d'encadrement de surveillance et d'intervention</u>
<u>Technicien logistique, transport et matières dangereuses</u>

CAP Conducteur routier marchandises

TPConducteur(trice) du transport routier de marchandises sur porteur

TP Conducteur(trice) du transport routier marchandises sur tous véhicules

5.2.3 AFPA Study “Analyse des emplois types de l’entreposage” [analysis of standard warehousing jobs]

The *Association nationale pour la Formation Professionnelle des Adultes* (AFPA) [national association for adult vocational training], a provider of qualifying vocation training for adult wage earners and job seekers in France, deals with the whole range of issues involving career orientation, vocational training, validation of vocational learning and human resources advice.

The AFPA conducted its analysis of standard warehousing jobs in 1999; it describes four logistics trades:

- * *Warehouse operations manager*
- * *Warehousing site manager*
- * *Order picker/packer*
- * *Forklift driver*

The descriptions of these jobs contain:

- Alternate titles for the standard job
- Definition (overall purpose)
- General employment conditions
- Employment access conditions
- Area of endeavour and responsibility
- Description of standard job
- Scope of employment—variability

5.2.4 AGEFAFORIA study

AGEFAFORIA, a labour/management organisation, is the *Organisme Paritaire Collecteur Agréé* (OPCA) for the agri-food sector (<http://www.agefatoria.com>). As such, it:

- ✓ collects and manages financial contributions from member companies, in particular with a view to financing of the training plan
- ✓ reports on vocational training rights and practices
- ✓ advises wage earners and member companies, in particular on the development of their training plan and integration of young people through work-study programmes, and participates in the implementation of qualification and learning contracts in each professional sector
- ✓ helps develop and implement job qualification certificates
- ✓ promotes innovative teaching activities by supporting the creation of custom teaching and training tools (ALICE) and trades information. promotes and manages professional agreements
- ✓ helps to carry out *contrats d'études prospectives* and co-signs objectives contracts between the sectors, the government and the regions.

In 2001 AGEFAFORIA published a study entitled "*Nouveaux facteurs d'évolution, quelles incidences pour les formations sectorielles?*" [new advancement factors: how will they affect sectoral training?], which deals with the organisational issue in the logistics function in food industries. That study identified numerous logistics trades, described in terms of "overall missions / change in overall competencies".

- * ***Logistics group director***
- * ***Logistics manager***
- * ***Logistics studies director***
- * ***Logistics distribution manager***
- * ***Planning officer***
- * ***Organisation and distribution officer***
- * ***Resource planning manager***
- * ***Warehouse manager***
- * ***Receiving manager***

- * ***Warehouse operations manager***
- * ***Stock/ inventory controller***
- * ***Warehouse supervisor***
- * ***Warehouse operator***
- * ***Maintenance operator***
- * ***Forklift driver***
- * ***Order picker / packer***
- * ***Logistics facilitator***

During this study, a “target job”, that of “***logistics facilitator***” is defined and described as follows:

Overall mission

- ✓ Organises materials flows and makes use of information flows related to the logistics function for which he or she is responsible. Depending on the company’s organisation this function may include the upstream and downstream components of the activity, or only one or the other.
- ✓ He or she leads a team of warehouse operators and is responsible for organising their activities.
- ✓ He or she puts forth proposals and contributes to the ongoing improvement of the function entrusted to him or her, both at the level of flow organisation and use and at the staff or innovation level, and may take part in the conduct of projects.

Key activities

- ✓ Activity planning.
- ✓ Team management and facilitation.
- ✓ Management of machinery base.
- ✓ Operational analysis to implement an ongoing improvement process.

Key competencies

Basic knowledge of logistics (“logistics culture”)

- ✓ Legal knowledge.
- ✓ Ability to use computing tools.
- ✓ Economic knowledge: ability to analyse ratios.
- ✓ Ability to analyse, anticipate, and step back.
- ✓ Managerial skills.

As operationality is the prime factor, very often the logistics facilitator is promoted from within the company's staff, and in particular from among the warehouse operators.

4.1.3 Vocational training organisation: example of the AFT-IFTIM Group

The AFT-IFTIM Group has on its website (<http://www.aft-iftim.com>) a transport and logistics trades guide intended to provide young people, companies and job seekers with the fullest possible overview of the transport and logistics stream and recommend the most suitable training for these trades, in every professional sector.

TRANSPORT JOB IDENTIFICATION SHEET

Agent d'exploitation (h/f)	Operation officer (m/f)
Conducteur déménageur (h/f)	Remover driver (m/f)
Conducteur livreur (h/f)	Delivery man (m/f)
Conducteur routier de marchandises (h/f)	Road transport driver (m/f)
Conseiller à la sécurité (matières dangereuses) (h/f)	Security advisor (dangerous goods) (m/f)
Déménageur professionnel (h/f)	Remover (m/f)
Technicien du transit et de la douane (h/f)	Custom and transit technician (m/f)
Mécanicien réparateur de véhicules industriels (h/f)	Industrial motor mechanic(m/f)
Responsable de parc (h/f)	Vehicle fleet manager (m/f)
Directeur d'exploitation (h/f)	Operation manager (m/f)
Commercial transport (h/f)	<u>Transport sales representative</u> (m/f)
Comptable gestionnaire	Accountant administrator

LOGISTICS JOB IDENTIFICATION SHEET

Chef de quai (h/f)	Pick & pack manager (m/f)
Gestionnaire de stocks (h/f)	Stock manager (m/f)
Magasinier cariste (h/f)	Storeman / forklift driver (m/f)
Responsable logistique (h/f)	Logistics manager (m/f)
Responsable d'entrepôt (h/f)	Warehouse manager (m/f)
Directeur d'exploitation (h/f)	Operation manager (m/f)
Comptable gestionnaire	Accountant administrator

The jobs are described from the standpoint of:

- Activities
- Missions
- Competencies
- Work situations
- Knowledge
- Awareness and behaviour

As an example, here is the description given for “logistics manager”.

*** Logistics manager**

The logistics manager is in charge of the flow of products and materials through the company; he or she also manages, using software tools, all information flows necessary to his or her mission. His or her competency may be applied at both the operational (by direct management of logistical means) and the functional level. His or her overriding mission is to control and reduce costs in the logistical chain. He or she must also meet client service quality objectives. He or she must reconcile the imperatives of marketing, production, sales and finance, and propose a comprehensive strategy for production, storage, transport and service quality. He or she uses a wide range of tools: robotics for production, storage and order-picking automation, informatics for routing optimisation, inventory management and warehouse setup. Rigorous, organised,

pragmatic, he or she is service-oriented and prompt to react. Available, independent, and enjoying human contact, he or she is capable of managing a team.

5. Job descriptions within companies

Some companies, wishing to redefine their human resources management (recruitment, internal mobility, training) are undertaking a baseline construction procedure.

Interviews have been undergone within companies in order to get additional information and to check if the official definitions of jobs fit the ground reality.

It is noteworthy that in each case, for confidentiality reasons, the firms did not want to be named.

We will thus present only the sector of activity they are within.

We have selected the most relevant trying to get different kind of jobs and sectors.

5.1 Express mail industry

5.1.1 NETWORK DESIGN ENGINEER

Position: NETWORK DESIGN ENGINEER

Trade: Operations/transport

Purpose of the position:

To satisfy regulatory requirements and company objectives in terms of quality of service and costs, the holder of this position conducts or supervises projects aiming to optimize the company's routing network.

Position in the structure:

Division: Transport Networks Division (DTRT)

Reporting to (hierarchical level N+2): Network Director

Reporting to (hierarchical level N+1): Network Design Unit Manager

Direct environment:

Internal: Branches, Hubs, Operations Division (DO), Purchasing Division

External: Service providers

Staff managed (management level/non-management; hierarchical or functional): No

Main duties

1. Designs solutions to optimise the transport network
 - Design and implementation of an overall approach to computing the transport network, to:
 - Define the optimum Cost/Service Quality ratio for transport networks with a constant-mesh branch network and according to the pick-up and delivery constraints: New routing combinations according to the geography of the flows and its development; new organisation of national transport network according to the company's choices.
 - Adapt the mesh of the branch network and pick-ups and deliveries to the new constraints of routing via the new transport networks.
 - Study new transport modes (road, air, rail).
 - Offer the authorities a choice between several solutions.
 - Carrying out studies by all appropriate means: computer queries, creation of models, chaining calculation, calculation of transport plans, drawing up chronograms, calculation of break times, monographs, mappings, etc.
 - Organising the results of studies into proposed scenarios to facilitate decision-making and then the planning of the stages of project development or deployment.
 - Conducting the various meetings to prepare for changes.
 - Participating in the deployment of new organisations.
2. He/she participates in cross-functional projects

Industrial projects involving the hubs, branches, and network.

3. He/she participates in Quality and Budgetary improvements to the routing network
 - Defining and setting up dashboards containing relevant indicators concerning the Quality of Service of the transport network.
 - Regular tracking of these indicators (defining target values, measuring deviations, suggesting corrective measures, presenting the analysis).
 - Drawing up specifications for the implementation of specific queries and sending to the Information Systems Division (DSI) that takes responsibility for project management.
 - Processing computer data.

The above-mentioned duties are not exhaustive and remain subject to change

Knowledge (knowledge and technical expertise)	Know-how (impact of the action)	Personal development (People skills, self-reliance and initiative)
<ul style="list-style-type: none"> ➤ knowledge of transport networks and routing principles ➤ knowledge of computer tools ➤ knowledge of transport policy ➤ knowledge of current or planned transport regulations ➤ knowledge of planning techniques 	<ul style="list-style-type: none"> ➤ Analysis ➤ Organisation ➤ Conducting cross-functional projects 	<ul style="list-style-type: none"> ➤ People skills ➤ Thought ➤ Rigour

Other characteristics

Occasional travel, occasional night work

5.1.2 Driver Sorter/Delivery Driver/Regulator Delivery Driver

Position: Driver Sorter/Delivery Driver/Regulator Delivery Driver

Trade: Operations

Purpose of the position:

Carry out pick-up and delivery duties, and sorting in accordance with regulations and company procedures.

Position in the structure:

Division: Financial Affairs Division (DOF)

Reporting to (hierarchical level N+2): Branch Operations Manager (Production Unit Manager) or Branch Manager

Reporting to (hierarchical level N+1): Team Leader (Production Manager)

Direct environment:

Internal: The whole branch

External: Customers, subcontractors

Main duties

Driver/Sorter - Level A:

- Participate in sorting, pre-sorting and dispatch, and feed the automated sorting belts.
- Divide up according to destination, bag, and place in containers.
- Weigh and make batches.
- Input the weighing and tracking data for small to medium parcels.
- Load and unload the transport vehicles according to predetermined priorities and in a rational manner.
- Prepare for the round according to the known constraints.

- Carry out punctual deliveries and/or pick-ups for rounds with a car and/or Xcity. Delivery/pick-up accounts for less than 30% of the working time.

Delivery Driver - Level B:

A-plus level duties:

- Quickly input the weighing and tracking data for small to medium parcels; notify of any irregularities found.
- Load and unload the transport vehicles according to priorities and in a rational manner.
- Carry out deliveries and/or pick-ups for rounds, with a car and/or HGV and/or Xcity. All of the above whilst observing: deadlines, security, and the required quality of service.
- Pass the necessary information, detailed and checked, up to the sales monitoring unit.
- Inform and advise customers concerning products, ensure monitoring and the development of company's image.
- Collect the amounts due.

Senior Delivery Driver - Level C:

B-plus level duties:

- Prepare for the round, completely self-sufficiently, according to the known constraints.
- Carry out and optimise deliveries and/or pick-ups for different rounds, with a car and/or HGV and/or Xcity, completely self-sufficiently. All of the above whilst observing: deadlines, security, and the required quality of service.

Regulator Delivery Driver - Level C:

C-plus level duties:

- Perform regular* activity regulation and/or activity reinforcement in the support unit for a duration of between 30% and 70% of the individual's working hours (annual measurement) (see also Support Manager (RSA) and Support Assistant (EqS) job sheets).
- Carry out and optimise deliveries and/or pick-ups for different rounds, with a car and/or HGV and/or larger HGV (regularly) and/or Xcity, completely self-sufficiently, for at least 30% of his/her

presence time (annual measurement). All of the above whilst observing: deadlines, security, and the required quality of service.

- Participate in the various checks on the application of procedures (pick-up/delivery).
- Fill in for others in the event of an unplanned absence.

* The term ‘regular’ refers to a routine practice that is repeated from one week to the next. Here, it indicates the permanent scheduling of an activity for the quarter.

The above-mentioned duties are not exhaustive and remain subject to change

Knowledge (knowledge and technical expertise)	Know-how (impact of the action)	Personal development (People skills, self-reliance and initiative)
<ul style="list-style-type: none"> ▲ Operating methods, X procedures and products ▲ Office equipment/information systems ▲ Geography and transport networks ▲ Safety/security ▲ Licence for passenger vehicles and/or HGVs and/or larger HGVs 	<ul style="list-style-type: none"> ➤ Inspection ➤ Organisation ➤ Result focus ➤ Customer focus 	<ul style="list-style-type: none"> ➤ Commitment ➤ People skills ➤ Team spirit ➤ Adaptability ➤ Rigour

5.1.3 Team Leader (Production Manager)

Position: Team Leader (Production Manager)

Trade: Operations



Purpose of the position:

Guarantee satisfactory handling (costs/deadlines/quality) of the activities for which he/she is responsible by organising and monitoring the work of his/her team to satisfy the objectives of the branch

Position in the structure:

Division: Financial Affairs Division (DOF)

Reporting to (hierarchical level N+2): Branch Manager or Regional Operations Division (DRO)

Reporting to (hierarchical level N+1): Branch Operations Manager (Production Unit Manager) or Branch Manager

Direct environment:

Internal: The whole branch, Regional Operations Division (DRO), CODEC (organisational committee for reported incidents)

External: Subcontractors, customers, etc.

Staff managed (management level/non-management; hierarchical or functional): from 1 to 50 from non-managerial to hierarchical

Main duties

-Participate, under the responsibility of his/her hierarchy, in the development of the organisation and its optimisation (subcontractor invitations to tender, planning, etc.)

Other duties

- Organise his/her activity and that of employees and/or suppliers, supervise and monitor implementation

- Define the quality control tools for the activity in collaboration with the support manager, implement and analyse the deviations, and suggest appropriate solutions.

- Decide on measures to apply to correct or prevent any malfunctions that could have an impact on the service provided to customers.

- Check employee time sheets.
- Order temporary staff, check reasons and track time sheets.
- Manage the (annual and four-monthly) scheduling of his/her team.
- Enter the schedule in GTA (time and activity management tool), raise alerts concerning deviations, and track the weekly hour counters.
- Manage orders, stocks, and invoices for his/her activity.
- Ensure that operating documents are correctly filled in.
- Report to the hierarchy concerning the conditions of work execution.
- Ensure that the team treats work equipment with respect, track this equipment (mechanisation, vehicles, worksite equipment, buildings where applicable, etc.).

Note: Possible involvement in customs activities and need to supervise a customs team: assistant customs declarant, customs declarant.

Team management

(Take responsibility for managing the human resources assigned to him/her)

- Integrate new arrivals and ensure that they are properly mentored.
- Train personnel in the operating methods (or procedures) relevant to their activity.
- Lead, motivate and inform his/her team.
- Conduct the annual appraisals and other, occasional interviews: bonuses, etc., and suggest decision criteria to the hierarchy.
- Evaluate, set objectives, and recognise performance. Suggest career developments.
- Ensure that the team observes the reference framework applicable in the company (social legislation, agreements, internal regulations, values, transport laws, road traffic laws, airport security, etc.).

The above-mentioned duties are not exhaustive and remain subject to change

Knowledge (knowledge and technical expertise)	Know-how (impact of the action)	Personal development (People skills, self-
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		reliance and initiative)
<ul style="list-style-type: none"> ▲ Law (social, transport) ▲ Office equipment/information systems ▲ Operating methods, Chronopost procedures and products ▲ Management tools, reporting ▲ Safety/security 	<ul style="list-style-type: none"> ➤ Teaching ➤ Inspection ➤ Organisation ➤ Result focus 	<ul style="list-style-type: none"> ➤ Team spirit ➤ Initiative ➤ Adaptability ➤ Leadership ➤ Decision

5.1.4 Sorter

Position: Sorter

Trade: Operations

Purpose of the position:

Carry out sorting activities in accordance with company procedures and regulations.

Position in the structure:

Division: Financial Affairs Division (DOF)

Reporting to (hierarchical level N+2): Branch Operations Manager (Production Unit Manager) or Branch Manager

Reporting to (hierarchical level N+1): Team Leader (Production Manager)

Direct environment:

Internal: The whole branch

External: Subcontractors

Main duties

Level A

- Participate in sorting and pre-sorting, and feed the automated sorting belts.
- Divide up according to destination, bag, and place in containers (filtering and treatment).
- Weigh and make batches.
- Input the tracking and weighing data (rewrite the slips when they are incompatible with the computer system or network).
- Load and unload the transport vehicles according to predetermined priorities and in a rational manner.

Level B:

In addition to the duties described in Level A:

- Perform filtering, input, and all operations related to the processing of the export product.
- Perform the export pre-alerts.

and/or:

- Perform regular* activity regulation, up to 30% of the individual's time (annual measurement), or assist with support, also limited to 30% of the time (annual measurement).

* The term 'regular' refers to a routine practice that is repeated from one week to the next. Here, it indicates the permanent scheduling of an activity for the quarter.

The above-mentioned duties are not exhaustive and remain subject to change

Knowledge (knowledge and technical expertise)	Know-how (impact of the action)	Personal development (People skills, self-reliance and initiative)
<ul style="list-style-type: none"> ▲ Operating methods, X procedures and products ▲ Handling and loading plans 	<ul style="list-style-type: none"> ➤ Analysis ➤ Inspection ➤ Organisation ➤ Result focus 	<ul style="list-style-type: none"> ➤ Commitment ➤ Team spirit ➤ Adaptability ➤ Rigour

<ul style="list-style-type: none"> ▲ Office equipment/information systems ▲ Geography and transport networks ▲ Safety/security 		
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5.2 Support Team Member

Position: Support Team Member

Trade: Support

Purpose of the position:

Provide versatile production support: return inspection, after-sales service, improving performance, reception/switchboard, and management of DIADs (Delivery Information Acquisition Devices)

Position in the structure:

Division: Financial Affairs Division (DOF)

Reporting to (hierarchical level N+2): Branch Manager

Reporting to (hierarchical level N+1): Support Manager

Direct environment:

Internal: The entire branch, support functions (headquarters), customer service department

External: Subcontractors, customers, etc.

Main duties

The support teams are versatile and can carry out any one of the duties* equally well according to the constraints of the schedule or the activity.

*These duties cover the following activities: return inspection, after-sales service, improvement of performance, management of pick-ups and pick-ups on request, reception/switchboard and

management of equipment, as well as any possible regulation activities at the production unit (for Level C)

Level B:

- Return inspection
- Carry out exhaustive inspection of localised and/or delocalised delivery/pick-up rounds based on the documents and inputs.
- Check that the input, objects, and various supporting documents all match upon return from rounds.
- Check that the amounts due were correctly collected.
- Perform simple searches on the returned parcels and contact customers.
- Evaluate the quality of service of the rounds and record the inspection results (errors in records, etc.)
- Ensure the reporting of information concerning production errors and implement action plans.
 - After-Sales Service
- Handle the after-sales service processing of the parcel, observing priorities and urgent cases.
- Handle complaints, respond to the various investigations, and handle relations with the Regional Sales Divisions (DRVs), La Poste (French Post Office), subcontractors, etc., whilst controlling the handling of priorities and urgent cases.
- Answer all requests for information concerning the tracking of shipments.
- Stock management for undelivered shipments.
- Ensure the reporting of information concerning the malfunctions observed, and deal with them where appropriate.
- Send customer reminders and relaunch all processes not completed on D-1.
 - Performance improvement
- Input the performance indicator dashboards for the support unit.
 - Management of pick-ups and pick-ups on request
 - Reception and switchboard
- Perform reception duties, propose appropriate X services and products to customers.
- Collect payment for sales and keep the till up to date.

- DIAD (Delivery Information Acquisition Device) Management
- Monitoring the correct operation of DIAD equipment.
- Carry out inspection, replacement, and shipment of DIAD equipment where applicable.
- Manage DIAD batteries and accessories.

Level C:

- Handle all Level B duties, completely self-sufficiently, plus:
- Draw up, optimise and input the performance indicator dashboards for the support unit.
- Analyse the results and suggest improvements.
- Where applicable, perform regulation activities for the production unit.

The above-mentioned duties are not exhaustive and remain subject to change

Knowledge (knowledge and technical expertise)	Know-how (impact of the action)	Personal development (People skills, self-reliance and initiative)
<ul style="list-style-type: none"> ▲ Operating methods, Chronopost procedures and products ▲ Office equipment/information systems ▲ Geography ▲ Knowledge of routing networks 	<ul style="list-style-type: none"> ➤ Organisation ➤ Result focus ➤ Customer focus 	<ul style="list-style-type: none"> ➤ Commitment ➤ Team spirit ➤ Adaptability

5.3 Agro-industry

Process Scheduling Technician Position

Other titles

- Process scheduling agent.
- Methods technician.
- Planning and Dispatching Technician.

- Production Management Technician.
- Methods, Process Scheduling, and Planning Technician.

Duties

Based on the provisional schedule, the technician issues production orders to the manufacturing department, with the aim of optimising production launches and limiting in-process items and stock.

His/her tasks include:

- Estimating the costs of production and task execution.
- Preparing the circulation of manufacturing files.
- Tracking purchase orders and the supply of raw materials.
- Launching production orders and ensuring their application.
- Ensuring compliance with cost limits and deadlines.
- Monitoring compliance with production orders.
- Compliance with product provision deadlines.

The process scheduling technician may also perform tasks related to methods and planning.

Environment

Within the company, the process scheduling technician goes back and forth between his/her office and the workshop. He/she interacts with the shop foremen, the stock manager, and the technical division. He orders the parts required for production from suppliers. Construction companies and aircraft maintenance companies also use process scheduling technicians.

Candidates are usually required to have some initial experience in a production or methods department. The starting salary for process scheduling technicians is generally around 16,000 euros a year. After a few years, they usually earn around 25,000. Sometimes they earn more than this.

Profile

To perform his/her duties, the process scheduling technician must be familiar with PERT-type production management methods, and must have technical knowledge. He/she must also know how to use IT tools and production management software. Because the process scheduling technician communicates with suppliers in other countries, he/she must be able to speak English.

The following skills are a plus:

- Dynamic personality
- Self-starter
- Responsible attitude
- Initiative
- Rigour
- Excellent people skills
- Ability to pull ideas together

Most process scheduling technicians have a secondary school diploma or two years of post-secondary education in the field of production management, organisation, or logistics.

5.4 Transport industry

Short-haul and long-haul driver

Task

Pick up and deliver goods according to an established timetable, using the resources provided. Follow the instructions of the Operations Department. Be an ambassador for the company.

Obligations

- Check the documents and permits required for the transport job to be performed.
- Before each departure, run through the checklist to ensure that the equipment is in good condition and that all necessary safety equipment is present, including straps and any special equipment for a particular customer.
- Maintain the vehicle in good working order and report any problems so that repairs can be scheduled with the Equipment Department.
- Comply with international, national, and customer internal regulations (Safety Protocol).
- Comply with regulations concerning driving time and rest stops.

- Perform the transport tasks (pick-up and delivery) according to the rounds planned by the Operations Department.
- Perform a quantitative and qualitative check of the goods. Take the necessary stock.
- Check and complete the transport documents very carefully.
- Ensure the smooth running of loading and unloading operations (wedging, stowing, etc.).

5.5 Freight forwarding - pharmaceutical

International and Customs Operations Manager

The holder of this position works in an agency consisting of the Operations Department (for which he/she is directly responsible) with 14 employees divided between two airport sites.

The position holder manages all of the employees in the Operations Department of WORLD COURIER, an international company specialising in the urgent transport of pharmaceutical packages all over the world.

The vast majority of the products transported are pharmaceutical in nature, or miscellaneous items for laboratories (items with special characteristics, such as laboratory animals, vaccines, etc.).

The company has the mandatory accreditations permitting it to work with the pharmaceutical industry and medical laboratories.

He/she controls the operational planning of the department, most notably concerning the matter of certain operational staff members being on telephone call duty 24 hours a day (constant demands from customers).

He/she provides continuous operational support to his/her teams concerning technical questions (customs, etc.) and transport files giving rise to a variety of problems due to the urgency of the situations.

He/she ensures that each employee takes the individual and group training courses provided by the company (especially concerning quality procedures).

He/she conducts an annual appraisal with each employee.

He/she conducts any initial pre-disciplinary interviews, and then hands responsibility for the situation over to the HR Department.

There is no tracking of quantified targets for the teams; only targets which are set temporarily (and not formalized) to improve quality of service for certain customers.

He/she recruits his/her own future team members, and draws up their employment contracts jointly with the HR Department.

He/she does not participate directly in Group sales policy, but may simply provide technical support to the Sales Representative within the context of giving detailed answers to an Invitation to Tender, or a 'specific' discount.

No sales visits to customers, no direct or indirect responses to customer requests for quotations.

The Sales Department has sole responsibility for managing Group sales and pricing policy.

Local contact for customers is nevertheless provided, especially by telephone or by e-mail, particularly concerning any operational aspects related to the urgency of transport arrangements to be made.

The holder of this position is often required to remind the operational team of the need to listen to customers and be adaptable to their requirements.

The position holder ensures that each employee applies the internal procedures related directly or indirectly to Group quality policy.

To do this, he/she issues memoranda to set out these procedures formally in writing.

He/she regularly monitors the operational reports generated by the operating software, most notably in terms of late shipments or disputes.

In the event of a dispute, he/she sends the information to the Customer Service Department and the Sales Department, for the processing of open files.

He/she ensures the strict application of the quality specification sent by the company to each transport supplier.

He/she participates locally in the transport supplier purchasing policy, especially with regard to airlines.

He/she handles supplier invoices, taking into account the cost data extracted from the company's operating software.

He/she has no authority to oversee or draw up budgets for the department under his/her responsibility.

6. Conclusions and perspectives

Alongside methodical classification systems intended to be used for counting, there are, in France, a large number of other classifications whose objective is to identify and define contents and profiles, with the purpose of evolving a standard or baseline for the evaluation of competencies or training needs.

Such is the purpose, in particular, of the logistics profiles of the European Committee for Standardisation, published by AFNOR, the sectoral collective agreements establishing jobs' position in the hierarchy, and the AFPA's warehousing jobs baselines. Cross-cutting approaches are being taken using a process that is relevant to all economic activities: transport and handling (RFE, ROME), warehouse operations (AFPA), even a definition of the logistics process (AFNOR).

Most of these baselines were established in the 90s, so they are to some extent the result of a new awareness of the importance of the logistics function in defining certain job contents. The ends these baselines have in view are apparently quite congruent on the whole, namely to guide training organisations in setting their training objectives.

The methodologies, though initially supported by qualitative analyses, are all different, in that they structure the data for particular ways of interpretation suited to their own purposes. The difference in methodology is particularly noticeable in the case of the AFNOR procedure, in which the field of logistics and a list of activities considered to belong to it were defined and used to do a statistical assessment, on the basis of a closed questionnaire, of the importance of these activities in various professional situations, thus generating "professional profiles" built on core activities related to information flow management.

The use of so many elements in building baselines has resulted in great variability in the targeted jobs.

Job tracking is also done by the sectoral monitoring agencies; The case of the wholesale trade monitoring agency should be noted insofar as the baselines developed are intended to be usable and to be used by companies in the sector for their human resources management. The objective is to describe the jobs as they are, what the employees do, what duties they carry out. Moreover, it should be noted that all of wholesale trade is covered by six collective agreements. Accordingly, the objective, in setting baselines under the CEP, was for them to be used as a consensus tool that would apply to any of these six agreements.

Chemistry is a sector that demonstrates the difficulty of linking the definition of employment baselines at the sector's standard level to sectoral companies' needs in terms of managing their jobs, and in particular their training needs. Thus, the CPNE validated "industrial logistics technician" training in 1998 for the chemistry sector, whereas no such job was found in the collective agreement; rather, this qualification was jointly validated to cope with new needs in "state-of-the-art qualifications".

None of the baselines analysed, whether cross-cutting or sectoral (wholesale trade CEP, chemistry collective agreement), have much to say about jobs concerned the tactical or strategic area.

Finally, study of the logistics field in France is not concerned only with employment, as this aspect of the issue is just part of a more comprehensive consideration of what is meant by logistics and how it is changing. An example of this is the study published by the *Service Économique et Statistique* (SES) [economic and statistics service] of the *Ministère de l'Équipement des Transports du Logement du Tourisme et de la Mer* [department of transport, housing, tourism and seagoing equipment], entitled *Les prestataires logistiques en France et en Europe* [logistics suppliers in France and Europe], No. 145, October 2003.

