

Pearson Edexcel Level 2 Certificate in Supply Chain Operations

Pearson Edexcel Level 3 Diploma in Supply Chain Management

For first registration April 2012

Pearson Edexcel Level 5 Work-Based Diploma in Supply Chain Operations

**(Formerly titled Edexcel Level 5 Diploma in Supply Chain
Management)**

Specification

Competence-based qualifications

For first registration October 2014

Issue 4

Edexcel, BTEC and LCCI qualifications

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This specification is Issue 4. Key changes are listed in the summary table on the next page. We will inform centres of any changes to this issue. The latest issue can be found on the Pearson website: qualifications.pearson.com

These qualifications were previously known as:

Pearson Edexcel Level 2 Certificate in Supply Chain Operations (QCF)

Pearson Edexcel Level 3 Diploma in Supply Chain Management (QCF)

Pearson Edexcel Level 5 Work-Based Diploma in Supply Chain Operations (QCF)

The QNs remain the same.

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**Summary of specification Issue 4 changes to:
 Pearson Edexcel Level 2 Certificate in Supply Chain
 Operations
 Pearson Edexcel Level 3 Diploma in Supply Chain
 Management
 Pearson Edexcel Level 5 Work-Based Diploma in Supply
 Chain Operations**

Summary of changes made between previous Issue 3 and this current Issue 4	Page/section number
All references to QCF have been removed throughout the specification	Throughout
Definition of TQT added	1
Definition of sizes of qualifications aligned to TQT	2
TQT value added	4, 7, 11
QCF references removed from unit titles and unit levels in all units	22-271
Guided learning definition updated	17

Earlier issue(s) show(s) previous changes.

If you need further information on these changes or what they mean, contact us via our website at: qualifications.pearson.com/en/support/contact-us.html.

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Introducing Pearson NVQ/Competence-based qualifications

What are NVQ/Competence-based qualifications?

National Vocational Qualifications (NVQs) are work-based qualifications that give learners the opportunity to develop and demonstrate their competence in the area of work or job role to which the qualification relates.

NVQs are based on the National Occupational Standards (NOS) for the appropriate sector. NOS define what employees, or potential employees, must be able to do and know, and how well they should undertake work tasks and work roles. At Level 2 and above, these qualifications are recognised as the competence component of Apprenticeship Frameworks. Qualifications at Level 1 can be used in Traineeships, which are stepping-stones to Apprenticeship qualifications. NVQs qualifications can also be delivered as stand-alone for those who wish to take a work-based qualification.

NVQs qualifications are outcomes-based with no fixed learning programme – allowing flexible delivery that meets the individual learner’s needs. They are suitable for those in employment or those who are studying at college and have a part-time job or access to a substantial work placement so that they are able to demonstrate the competencies that are required for work.

Most learners will work towards their qualification in the workplace or in settings that replicate the working environment as specified in the assessment requirements/strategy for the sector. Colleges, training centres and/or employers can offer these qualifications provided they have access to appropriate physical and human resources.

Sizes of NVQ/Competence-based qualifications

For all regulated qualifications, we specify a total number of hours that learners are expected to undertake in order to complete and show achievement for the qualification – this is the Total Qualification Time (TQT). The TQT value indicates the size of a qualification.

Within the TQT, we identify the number of Guided Learning Hours (GLH) that a centre delivering the qualification needs to provide. Guided learning means activities that directly or immediately involve tutors and assessors in teaching, supervising, and invigilating learners, for example lectures, tutorials, online instruction and supervised study.

As well as guided learning, there may be other required learning that is directed by tutors or assessors. This includes, for example, private study, preparation for assessment and undertaking assessment when not under supervision, such as preparatory reading, revision and independent research.

As well as TQT and GLH, qualifications can also have a credit value – equal to one tenth of TQT, rounded to the nearest whole number.

TQT and credit values are assigned after consultation with users of the qualifications.

NVQ/Competence-based qualifications are available in the following sizes:

- Award – a qualification with a TQT value of 120 or less (equivalent to a range of 1–12 credits)
- Certificate – a qualification with a TQT value in the range of 121–369 (equivalent to a range of 13–36 credits)
- Diploma – a qualification with a TQT value of 370 or more (equivalent to 37 credits and above).

Qualification titles covered by this specification

This specification gives you the information you need to offer the Pearson Edexcel Level 2 Certificate in Supply Chain Operations, the Pearson Edexcel Level 3 Diploma in Supply Chain Management and the Pearson Edexcel Level 5 Work-Based Diploma in Supply Chain Operations:

Qualification title	Qualification Number (QN)	Operational start date
Pearson Edexcel Level 2 Certificate in Supply Chain Operations	600/4826/8	01/04/2012
Pearson Edexcel Level 3 Diploma in Supply Chain Management	600/4829/3	01/04/2012
Pearson Edexcel Level 5 Work-Based Diploma in Supply Chain Operations	601/4697/7	01/10/2014

You should use the Qualification Number (QN), when you wish to seek public funding for your learners. Each unit within a qualification will also have a unique unit reference number, which is listed in this specification.

The qualification title and unit reference numbers will appear on learners' final certification document. Learners need to be made aware of this when they are recruited by the centre and registered with Pearson.

Key features of the Pearson Edexcel Level 2 Certificate in Supply Chain Operations, Level 3 Diploma in Supply Chain Management and Level 5 Work-Based Diploma in Supply Chain Operations

These qualifications:

- are nationally recognised
- are derived from the Supply Chain Management and Logistics National Occupational Standards (NOS). The NOS, assessment guidance, qualification structures and units are owned by Skills for Logistics, the Sector Skills Council.

What is the purpose and benefit of these qualifications?

These qualifications provide people who contribute to the operation and/or management of supply chain activities across the economy with a qualification that demonstrates they have the knowledge, skills and understanding needed to carry out their role to a professional standard. The qualifications demonstrate to an employer that the employee is capable and competent to do their own job and confirms to the employee that they have a range of flexible skills, knowledge and understanding, backed up by a nationally recognised qualification.

Who are these qualifications for?

The Pearson Edexcel Level 2 Certificate in Supply Chain Operations is for learners aged 14 and above who are capable of reaching the required standards. The Pearson Edexcel Level 3 Diploma in Supply Chain Management is for learners aged 16 and above who are capable of reaching the required standards. The Pearson Edexcel Level 5 Work-Based Diploma in Supply Chain Operations is for learners aged 19 and above who are capable of reaching the required standards.

To meet the competencies at levels 2 and 3, learners are expected to be in an operational role in the supply chain sector.

To meet the competencies at level 5 learners are expected to be in a strategic role in the supply chain sector.

The qualifications are aimed at personnel involved in the process of planning, operating and/or implementing and controlling, as efficiently as possible, the operations of the supply chain, for example procurement, purchasing and supply, logistics, transport, and operations management, within and between international boundaries.

Centres should be aware that the optional unit groups in the level 2, 3 and 5 qualifications in this specification include units at a higher level. If higher level units are chosen, learners need to meet the demands of those unit(s).

Centres are advised to consider, during delivery and assessment of the qualifications, the support, guidance and opportunities they will need to give learners to enable them to meet the demands of the higher level units. See individual qualification structures for information on unit levels.

Pearson's policy is that the qualifications should:

- be free from any barriers that restrict access and progression
- ensure equality of opportunity for all wishing to access the qualifications.

What are the potential job roles for those working towards these qualifications?

- Level 2: operator, clerical, administrative or assistant roles
- Level 3: clerical, administrative officer, junior manager, supervisor or technician roles
- Level 5: senior manager, strategic manager, chief executive or director.

What progression opportunities are available to learners who achieve these qualifications?

Learners may progress within the suite of qualifications from level 2 to level 5 or into apprenticeships. Other progression routes include work experience, academic qualification(s) such as one or more GCSEs, higher education programmes and/or foundation degrees, further professional qualifications or employment.

What is the qualification structure for the Pearson Edexcel Level 2 Certificate in Supply Chain Operations?

To achieve this qualification, learners must complete all units from Mandatory Group A, a minimum of two units from each of the Optional Groups B and C and a minimum of one unit from each of the Optional Groups D and E, to achieve a minimum total of 27 credits.

The Total Qualification Time (TQT) for this qualification is 270.

Individual units can be found in the *Units* section.

Unit	URN	Unit Title	Level	Credit	GLH
Mandatory Group A					
Learners must complete all units in this group (10 credits).					
1	K/502/1072	Health, safety and security at work	2	3	20
2	H/601/7919	Develop effective working relationships with colleagues in logistics operations	2	4	15
3	Y/601/9456	Make an effective contribution to a business in the logistics sector	2	3	10
Optional Groups					
Learners must complete a minimum of, two units from each of the Optional Groups B and C and one unit from each of the Optional Groups D and E.					
Optional Group B					
Learners must complete a minimum of two units from this group (minimum 6 credits).					
4	L/503/7667	Obtain information on storage locations and facilities	2	3	20
5	R/503/7668	Obtain information on distribution requirements	2	3	20
6	Y/503/7672	Obtain information on the supply chain	2	3	20
7	H/503/7657	Analyse information on the supply chain	3	4	16

Optional Group C					
Learners must complete a minimum of two units from this group (minimum 6 credits).					
Unit	URN	Unit Title	Level	Credit	GLH
8	J/503/7666	Monitor the flow of supplies in the supply chain	2	3	20
9	Y/503/7669	Monitor the distribution of supplies	3	3	20
10	L/503/7670	Monitor the flow of returned supplies	2	3	20
11	R/503/7671	Monitor the transportation of supplies	2	3	20
12	A/503/7664	Place and monitor orders with suppliers	2	3	20
Optional Group D					
Learners must complete a minimum of one unit from this group (minimum 2 credits).					
13	T/600/7637	Process customs documentation for goods	2	2	12
14	A/600/7641	Process transport documentation for goods	2	2	16
15	F/600/7642	Process financial documentation for goods	2	2	18
16	D/600/7647	Organise the preparation of documentation for the transportation of goods	3	3	26
Optional Group E					
Learners must complete a minimum of one unit from this group (minimum 3 credits)					
17	T/503/7663	Select suppliers in the supply chain or a logistics operation	3	3	20
18	M/503/7662	Procure supplies or services in the supply chain or a logistics operation	3	3	20
19	H/503/7660	Control supplies at storage locations and facilities	3	3	20
20	K/503/7661	Administer contracts	2	3	20

NB: The Sector Skills Council (SSC), Skills for Logistics has imported some units in this qualification structure from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the

purpose of this qualification. The unit is, therefore, appropriate for those working in supply chain operations/management outside the logistics sector.

Please note that the learner's certificate will include the titles as listed in this qualification structure.

What is the qualification structure for the Pearson Edexcel Level 3 Diploma in Supply Chain Management?

To achieve this qualification, learners must complete two units from Mandatory Group A, a minimum of four units from Optional Group B and a minimum of two units from each of the Optional Groups C, D, E and F, to achieve a minimum total of 42 credits.

The Total Qualification Time (TQT) for this qualification is 420.

Individual units can be found in the *Units* section.

Unit	URN	Unit title	Level	Credit	GLH
Mandatory Group A					
Learners must complete both units in this group (5 credits).					
3	Y/601/9456	Make an effective contribution to a business in the logistics sector	2	3	10
21	A/601/7179	Develop productive working relationships with colleagues in logistics operations	3	2	12
Optional Groups					
Learners must complete a minimum of, four units from Optional Group B and two units from each of the Optional Groups C, D, E and F.					
Optional Group B					
Learners must complete a minimum of four units from this group (minimum 14 credits).					
22	M/601/7602	Ensure compliance with legal, regulatory, ethical and social requirements in logistics operations	3	3	15
23	H/503/7674	Ensure an effective organisational approach to health, safety and security in supply chain management or a logistics operation	5	6	30
24	M/503/7659	Apply improvements to the supply chain	3	4	20
25	R/503/7685	Plan the workforce in supply chain management or a logistics operation	5	4	25
26	T/601/7598	Respond to problems in logistics operations	3	3	15

Optional Group B <i>continued</i>					
Unit	URN	Unit title	Level	Credit	GLH
27	A/503/7678	Manage risk in supply chain management or a logistics operation	5	6	30
28	K/503/7692	Encourage innovation in supply chain management or a logistics operation	5	5	28
29	L/503/7684	Implement change in supply chain management or a logistics operation	5	7	28
Optional Group C					
Learners must complete a minimum of two units from this group (minimum 6 credits).					
17	T/503/7663	Select suppliers in the supply chain or a logistics operation	3	3	20
18	M/503/7662	Procure supplies or services in the supply chain or a logistics operation	3	3	20
19	H/503/7660	Control supplies at storage locations and facilities	3	3	20
30	K/601/7596	Schedule logistics operations to meet customers' requirements	3	4	18
31	Y/600/7646	Arrange the transportation of goods using multiple transport modes	3	3	26
32	F/503/7696	Plan change in supply chain management or a logistics operation	5	6	26
Optional Group D					
Learners must complete a minimum of two units from this group (minimum 6 credits).					
33	D/503/7673	Manage a budget in supply chain management or a logistics operation	3	4	25
34	T/503/7677	Manage contracts in supply chain management or a logistics operation	4	4	20
35	F/503/7682	Manage finance for own area of responsibility in supply chain management or a logistics operation	4	4	25

Optional Group D continued.					
Unit	URN	Unit title	Level	Credit	GLH
36	F/503/7679	Manage business processes in supply chain management or a logistics operation	4	4	25
37	K/503/7658	Manage a project in the supply chain or a logistics operation	3	2	10
Optional Group E					
Learners must complete a minimum of two units from this group (minimum 6 credits).					
38	M/601/7597	Optimise the use of logistics resources	3	3	15
39	K/601/7601	Minimise the environmental impact of logistics operations	3	3	15
40	T/503/7694	Map the logistics environment in which own organisation operates	5	6	30
41	Y/503/7686	Build own organisation's understanding of its market and customers in supply chain management or a logistics operation	4	6	35
Optional Group F					
Learners must complete a minimum of two units from this group (minimum 5 credits).					
42	T/601/7603	Provide leadership for your team in logistics operations	3	4	20
43	A/503/7681	Provide leadership in own area of responsibility in supply chain management or a logistics operation	4	4	20
44	F/601/7183	Recruit, select and keep colleagues in logistics operations	3	4	16
45	J/601/7184	Build and manage teams in logistics operations	3	4	18
46	R/601/7186	Help team members address problems affecting their performance in logistics operations	4	3	10
47	M/601/7177	Manage your own professional development in logistics operations	3	2	11
48	D/503/7690	Establish strategic relationships within the supply chain	5	6	27

NB: The Sector Skills Council (SSC), Skills for Logistics has imported some units in this qualification structure from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply Chain operations/management for the purpose of this qualification. The unit is, therefore, appropriate for those working in supply chain operations/management outside the logistics sector.

Please note that the learner's certificate will include the titles as listed in this qualification structure.

What is the qualification structure for the Pearson Edexcel Level 5 Work-Based Diploma in Supply Chain Operations?

To achieve this qualification, learners must complete four units from Mandatory Group A, a minimum of three units from Optional Group B, a minimum of two units from Optional Group C, a minimum of three units from Optional Group D and a minimum of two units from Optional Group E, to achieve a minimum total of 60 credits.

The Total Qualification Time (TQT) for this qualification is 600.

Individual units can be found in the *Units* section.

Unit	URN	Unit title	Level	Credit	GLH
Mandatory Group A					
Learners must complete all units in this group (19 credits).					
22	M/601/7602	Ensure compliance with legal, regulatory, ethical and social requirements in logistics operations	3	3	15
23	H/503/7674	Ensure an effective organisational approach to health, safety and security in supply chain management or a logistics operation	5	6	30
49	T/503/7680	Provide leadership in supply chain management or a logistics operation	5	4	20
50	K/503/7675	Develop productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation	5	6	40
Optional Groups					
Learners must complete a minimum of; three units from Optional Group B, two units from Optional Groups C, three units from Optional Group D and two units from Optional Group E.					
Optional Group B					
Learners must complete a minimum of three units from this group (minimum 14 credits).					
7	H/503/7657	Analyse information on the supply chain	3	4	16
29	L/503/7684	Implement change in supply chain management or a logistics operation	5	7	28

Optional Group B <i>continued</i>					
Unit	URN	Unit Title	Level	Credit	GLH
32	F/503/7696	Plan change in supply chain management or a logistics operation	5	6	26
51	K/503/7689	Develop a strategic business plan in supply chain management or a logistics operation	6	6	38
52	H/503/7691	Implement a strategic business plan in supply chain management or a logistics operation	5	5	28
53	M/503/7676	Develop and implement operational plans in supply chain management or a logistics operation	6	5	38
Optional Group C					
Learners must complete a minimum of two units from this group (minimum 8 credits).					
35	F/503/7682	Manage finance for own area of responsibility in supply chain management or a logistics operation	4	4	25
36	F/503/7679	Manage business processes in supply chain management or a logistics operation	4	4	25
54	A/503/7695	Manage a programme in supply chain management or a logistics operation	5	6	28
55	J/503/7683	Manage finance for supply chain management or a logistics operation	6	6	35
Optional Group D					
Learners must complete a minimum of three units from this group (minimum 14 credits).					
28	K/503/7692	Encourage innovation in supply chain management or a logistics operation	5	5	28
40	T/503/7694	Map the logistics environment in which own organisation operates	5	6	30
41	Y/503/7686	Build own organisation's understanding of its market and customers in supply chain management or a logistics operation	4	6	35

Optional Group D <i>continued</i>					
Unit	URN	Unit Title	Level	Credit	GLH
56	M/503/7693	Develop the culture of own organisation in supply chain management or a logistics operation	6	6	35
48	D/503/7690	Establish strategic relationships within the supply chain	5	6	27
39	K/601/7601	Minimise the environmental impact of logistics operations	3	3	15
27	A/503/7678	Manage risk in supply chain management or a logistics operation	5	6	30
Optional Group E					
Learners must complete a minimum of two units from this group (minimum 5 credits).					
25	R/503/7685	Plan the workforce in supply chain management or a logistics operation	5	4	25
44	F/601/7183	Recruit, select and keep colleagues in logistics operations	3	4	16
46	R/601/7186	Help team members address problems affecting their performance in logistics operations	4	3	10
47	M/601/7177	Manage your own professional development in logistics operations	3	2	11

NB: The Sector Skills Council (SSC), Skills for Logistics has imported some units in this qualification structure from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore, appropriate for those working in supply chain operations/management outside the logistics sector.

Please note that the learner's certificate will include the titles as listed in this qualification structure.

How are the qualifications graded and assessed?

The overall grade for these qualifications is a 'pass'. The learner must achieve all the required units within the specified qualification structure.

To pass a unit the learner must:

- achieve all the specified learning outcomes
- satisfy all the assessment criteria by providing sufficient and valid evidence for each criterion
- show that the evidence is their own.

The qualifications are designed to be assessed:

- in the workplace or
- in conditions resembling the workplace, as specified in the assessment requirements/strategy for the sector, or
- as part of a training programme.

Skills for Logistics assessment guidance for qualifications

The Skills for Logistics assessment guidance for qualifications can be found in *Annexe C*. It is also available from the Skills for Logistics website, www.skillsforlogistics.org

The assessment guidance includes details on:

- criteria for defining realistic working environments
- roles and occupational competence of assessors, expert witnesses, internal verifiers and standards verifiers
- quality control of assessment.

Evidence of competence may come from:

- **current practice** where evidence is generated from a current job role
- a programme of development where evidence comes from assessment opportunities built into a learning/training programme whether at or away from the workplace. The evidence provided must meet the requirements of the Sector Skills Council's assessment requirements/strategy
- the **Recognition of Prior Learning (RPL)** where a learner can demonstrate that they can meet the assessment criteria within a unit through knowledge, understanding or skills they already possess without undertaking a course of development. They must submit sufficient, authentic and valid evidence for assessment. Evidence submitted based on RPL should provide confidence that the same level of skill/understanding/knowledge exists at the time of claim as existed at the time the evidence was produced. RPL is acceptable for accrediting a unit, several units, or a whole qualification. Further guidance is available in the policy document Recognition of Prior Learning Policy and Process, available on our website at qualifications.pearson.com
- a **combination** of these.

It is important that the evidence is:

Valid	relevant to the standards for which competence is claimed
Authentic	produced by the learner
Current	sufficiently recent to create confidence that the same skill, understanding or knowledge persist at the time of the claim
Reliable	indicates that the learner can consistently perform at this level
Sufficient	fully meets the requirements of the standards.

Types of evidence (to be read in conjunction with Skills for Logistics Assessment Guidance for Qualifications)

To successfully achieve a unit the learner must gather evidence which shows that they have met the required standard in the assessment criteria as well as the requirements of Skills for Logistics assessment requirements/strategy. Evidence can take a variety of different forms including the examples below. Centres should refer to the Skills for Logistics Assessment Guidance for Qualifications in the QCF for information about which of the following are permissible.

- direct observation of the learner's performance by their assessor (O)
- outcomes from oral or written questioning (Q&A)
- products of the learner's work (P)
- personal statements and/or reflective accounts (RA)
- outcomes from simulation, where permitted by the Skills for Logistics assessment guidance (S)
- professional discussion (PD)
- assignment, project/case studies (A)
- authentic statements/witness testimony (WT)
- expert witness testimony (EWT)
- evidence of Recognition of Prior Learning (RPL).

The abbreviations may be used for cross-referencing purposes.

Learners can use one piece of evidence to prove their knowledge, skills and understanding across different assessment criteria and/or across different units. It is, therefore, not necessary for learners to have each assessment criterion assessed separately. Learners should be encouraged to reference the assessment criteria to which the evidence relates.

Evidence must be made available to the assessor, internal verifier and Pearson standards verifier. A range of recording documents is available on the Pearson website qualifications.pearson.com. Alternatively, centres may develop their own.

Centre recognition and approval

Centre recognition

Centres that have not previously offered Pearson vocational qualifications need to apply for and be granted centre recognition as part of the process for approval to offer individual qualifications. New centres must complete both a centre recognition approval application and a qualification approval application.

Existing centres will be given 'automatic approval' for a new qualification if they are already approved for a qualification that is being replaced by the new qualification and the conditions for automatic approval are met. Centres already holding Pearson approval are able to gain qualification approval for a different level or different sector via Edexcel online.

Approvals agreement

All centres are required to enter into an approvals agreement which is a formal commitment by the head or principal of a centre to meet all the requirements of the specification and any linked codes or regulations. Pearson will act to protect the integrity of the awarding of qualifications, if centres do not comply with the agreement. This could result in the suspension of certification or withdrawal of approval.

Quality assurance

Detailed information on Pearson's quality assurance processes is given in *Annexe A*.

What resources are required?

Each qualification is designed to support learners working in the supply chain operations/management sector. Physical resources need to support the delivery of these qualifications and the assessment of the learning outcomes and must be of industry standard. Centres must meet any specific resource requirements outlined in *Annexe C: Skills for Logistics Assessment Guidance for Qualifications*.

Unit format

Each unit in this specification contains the following sections.

Unit title:					This is the formal title of the unit that will appear on the learner's certificate
Unit reference number:					This code is a unique reference number for the unit.
Level:					All units and qualifications have a level assigned to them. The level assigned is informed by the level descriptors by Ofqual, the qualifications regulator.
Credit value:					All units have a credit value. The minimum credit value is one, and credits can only be awarded in whole numbers. Learners will be awarded credits when they achieve the unit.
Guided learning hours:					Guided Learning Hours (GLH) is the number of hours that a centre delivering the qualification needs to provide. Guided learning means activities that directly or immediately involve tutors and assessors in teaching, supervising, and invigilating learners, for example lectures, tutorials, online instruction and supervised study.
Unit summary:					This provides a summary of the purpose of the unit.
Assessment requirements/evidence requirements:					The assessment/evidence requirements are determined by the SSC. Learners must provide evidence for each of the requirements stated in this section.
Assessment methodology:					This provides a summary of the assessment methodology to be used for the unit.
Relationship to National Occupational Standards (NOS)					Indicates the NOS that the unit is mapped to
Learning outcomes:	Assessment criteria:	Evidence type:	Portfolio reference:	Date:	
			The learner should use this box to indicate where the evidence can be obtained eg portfolio page number.	The learner should give the date when the evidence has been provided.	
Learning outcomes state exactly what a learner should know, understand or be able to do as a result of completing a unit.		The assessment criteria of a unit specify the standard a learner is expected to meet to demonstrate that a learning outcome, or a set of learning outcomes, has been achieved.		Learners must reference the type of evidence they have and where it is available for quality assurance purposes. The learner can enter the relevant key and a reference. Alternatively, the learner and/or centre can devise their own referencing system.	

Glossary: Key words used in the standards

Throughout the National Occupational Standards, a number of key words are used. These have a specific and consistent definition across all the standards. This particularly ensures that any use of the NOS for assessment is appropriate and fair.

We would encourage you to read this section carefully and to refer back to this section as required. Please also make it available to learners.

Colleagues — people who are directly employed or under contract in the same organisation.

Contracts (noun) — usually comprise of formal legally binding agreements, but can be informal agreements: both can be enforced through civil law.

Organisation — any type of private or public body, eg a private limited company or a local government body, regardless of size. Deciding which type of organisation you work for can be difficult due to the complexity of ownership and the different control systems that may exist.

Resources — the facilities, equipment, materials, and finances that are required to sustain the supply chain.

Stakeholders — all organisations or individuals who have a vested interest in the organisation.

Supplies — any combination of goods or services that are procured, delivered, or stored in the supply chain.

Supply chain management — covers the application of planning, procurement, purchasing and supply, operations management, logistics, and transport within and between international boundaries.

Units

Unit 1: Health, safety and security at work

Unit reference number: K/502/1072

Level: 2

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is for those who take responsibility for their own health, safety and security in the workplace, and monitor the workplace for hazards. The job role involves contributing to the safety and security in the workplace, taking action in the event of an incident, raising the alarm, following correct procedures for shut down and evacuation, using emergency equipment correctly and safely, and monitoring the workplace for hazards.

Assessment requirements/evidence requirements

Assessment should be in the workplace as much as possible.

Assessment methodology

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit relates directly to SkillfastUK's Manufacturing Sewn Products NOS 2007 (HS1)

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Be able to work safely	1.1	Take appropriate action in the event of fire, emergencies or accidents			
		1.2	Identify where alarms, emergency exits, escape routes, emergency equipment and assembly points are located			
		1.3	Demonstrate safe and appropriate use of emergency equipment			
		1.4	Distinguish between different alarm sounds			
		1.5	Comply with equipment operating procedures and manufacturer's instructions			
		1.6	Demonstrate safe handling and lifting techniques			
		1.7	Demonstrate correct use and maintenance of any protective clothing and/or equipment			
		1.8	Comply with personal responsibilities under the Health & Safety at Work Act/COSHH			
		1.9	Identify who the nominated first aiders are			
2	Be able to monitor the workplace for hazards	2.1	Identify hazardous substances that are used in the workplace and demonstrate methods of making them safe or reducing their danger in the event of an accident			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.2	Identify hazards posed by machinery that is used in the workplace and demonstrate methods of making safe or reducing their danger in the event of an accident			
		2.3	Demonstrate how to handle and store hazardous substances including debris			
		2.4	Demonstrate how to store materials and equipment			
		2.5	Explain what the most likely accidents and emergencies in the workplace are and how to deal with them			
		2.6	Comply with personal responsibilities under the COSHH (Control of Substances Hazardous to Health)			
3	Be able to contribute to workplace security	3.1	Outline and comply with the organisation's rules, codes, guidelines and standards relating to security			
		3.2	Explain how to deal with loss of property			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 2: Develop effective working relationships with colleagues in logistics operations

Unit reference number: H/601/7919

Level: 2

Credit value: 4

Guided learning hours: 15

Unit summary

This unit is about developing working relationships with those on various contracts of employment working in logistics operations. It deals with supporting colleagues and when to seek support from others, and methods for reducing conflicts with others.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit – SfL22 'Develop effective working relationships with colleagues in logistics operations'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to develop effective working relationships with colleagues in logistics operations	1.1	Explain the relevant organisational policies and procedures for developing effective working relationships in logistics operations that relate to: <ul style="list-style-type: none"> • health, safety and security • quality standards • confidentiality • equality and diversity 			
		1.2	Describe own roles and responsibilities and those of colleague			
		1.3	Explain the importance of good communication methods			
		1.4	Explain the importance of feedback to improve work performance			
		1.5	Explain how to identify learning needs and the opportunities for learning that are available			
		1.6	Explain how to deal constructively with misunderstandings and difficulties that can arise in working relationships			
2	Be able to develop effective working relationships with colleagues in logistics operations	2.1	Communicate with colleagues effectively			
		2.2	Confirm tasks, priorities and responsibilities clearly and accurately with colleagues			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.3	Respond to requests from colleagues that fall within your responsibility			
		2.4	Report any circumstances that prevent the achievement of quality standards			
		2.5	Obtain information and assistance from Colleagues			
		2.6	Seek relevant feedback on work achievements and performance from relevant people			
		2.7	Determine own learning needs based on feedback and observation of own performance			
		2.8	Agree a learning plan that outlines realistic development opportunities and timescales			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____
(if sampled)

Date: _____

Unit 3: Make an effective contribution to a business in the logistics sector

Unit reference number: Y/601/9456

Level: 2

Credit value: 3

Guided learning hours: 10

Unit summary

This unit is about understanding the organisation's aims and procedures. It covers identifying individual and group targets, requirements and responsibilities. It is about helping colleagues and knowing how to communicate with others. It requires those working in the sector to be aware of how they can improve their own performance.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit – SfL11 'Make an effective contribution to the business'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to make an effective contribution to a business in the logistics sector	1.1	<p>Explain the relevant organisational policies and procedures, in relation to making an effective contribution to a business in the logistics sector, that relate to:</p> <ul style="list-style-type: none"> • health, safety and security • personal protective equipment • your work role • quality standards 			
		1.2	Identify own reporting line and the work roles of colleagues			
		1.3	Describe methods for improving personal work performance			
		1.4	Describe methods for identifying learning needs			
		1.5	Explain the importance of supporting colleagues and the difference it makes to productivity			
		1.6	Describe how misunderstandings and conflict in working relationships may be resolved constructively			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Be able to make an effective contribution to a business in the logistics sector	2.1	Follow all organisational policies and procedures, in relation to making an effective contribution to a business in the logistics sector, that relate to: <ul style="list-style-type: none"> • health, safety and security • personal protective clothing • own work role • quality standards 			
		2.2	Communicate effectively with others			
		2.3	Confirm tasks, priorities and responsibilities with an appropriate person			
		2.4	Perform work tasks in ways that are consistent with good practice in the organisation			
		2.5	Ensure that: <ul style="list-style-type: none"> • personal appearance and hygiene • equipment • work area are maintained in accordance with organisational requirements			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.6	Identify own learning needs from feedback obtained from appropriate people			
		2.7	Agree a learning plan that is realistic, with an appropriate person			
		2.8	Promptly action requests from others that fall within own responsibility			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 4: Obtain information on storage locations and facilities

Unit reference number: L/503/7667

Level: 2

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about obtaining information on storage locations and facilities. It deals with obtaining information in regard to storage locations and facilities. It involves collating and analysing information, providing results of analysis and making recommendations for using storage locations and facilities.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 128 – ‘Obtain information on storage locations and facilities’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to obtain information on storage locations and facilities	1.1	Describe analysis methods and procedures that relate to obtaining information on storage			
		1.2	Describe cost benefit analysis methods and procedures that relate to obtaining information on storage locations and facilities			
		1.3	Describe information sources on supply chain processes that relate to storage locations and facilities			
		1.4	Describe organisational objectives and activities that relate to obtaining information on storage locations and facilities			
		1.5	Identify problems that can occur when obtaining information on storage locations and facilities			
		1.6	Explain appropriate action when dealing with identified problems			
2	Obtain information on storage locations and facilities	2.1	Confirm information required on the supplies being stored			
		2.2	Obtain information on storage locations and facilities			
		2.3	Collate data for the analysis			
		2.4	Analyse the information			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.5	Report the results			
		2.6	Recommend options for using storage locations and facilities			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 5: Obtain information on distribution requirements

Unit reference number: R/503/7668

Level: 2

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about obtaining information on distribution requirements. It deals with obtaining information in regard to distribution requirements. It involves collating and analysing information, providing results of analysis and making recommendations in regard to distribution requirements.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 129 – ‘Obtain information on distribution requirements’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to obtain information on distribution requirements	1.1	Describe analysis methods and procedures that relate to obtaining information on distribution requirements			
		1.2	Describe cost benefit analysis methods and procedures that relate to obtaining information on distribution requirement			
		1.3	Describe information sources on supply chain processes that relate to distribution requirements			
		1.4	Describe organisational objectives and activities that relate to obtaining information on distribution requirements			
		1.5	Identify problems that can occur when obtaining information on distribution requirements			
		1.6	Explain appropriate action when dealing with identified problems			
2	Obtain information on distribution requirements	2.1	Confirm information on the supplies being distributed			
		2.2	Obtain information on distribution requirements			
		2.3	Collate data for the analysis			
		2.4	Analyse the information			
		2.5	Report the results			
		2.6	Recommend options on distribution requirements			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 6: Obtain information on the supply chain

Unit reference number: Y/503/7672

Level: 2

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about obtaining information on the supply chain. It deals with identifying processes and supplies. It involves sorting and recording information, identifying problems, providing information in regard to the supply chain.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 134 – ‘Obtain information on the supply chain’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to obtain information on the supply chain	1.1	Describe analysis methods and procedures that relate to obtaining information on the supply chain			
		1.2	Describe cost benefit analysis methods and procedures that relate to obtaining information on the supply chain			
		1.3	Describe information sources on supply chain processes that relate to the supply chain			
		1.4	Describe organisational objectives and activities that relate to obtaining information on the supply chain			
		1.5	Identify problems that can occur when obtaining information on the supply chain			
		1.6	Explain appropriate action when dealing with identified problems			
2	Obtain information on the supply chain	2.1	Confirm information on the supply chain			
		2.2	Obtain information on the supplies flowing through the supply chain			
		2.3	Collate data for analysis			
		2.4	Analyse the information			
		2.5	Report the results			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 7: Analyse information on the supply chain

Unit reference number: H/503/7657

Level: 3

Credit value: 4

Guided learning hours: 16

Unit summary

This unit is about analysing information on the supply chain. It deals with collating and analysing data. It involves using appropriate techniques, identifying problems and providing results.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 114 – 'Analyse information on the supply chain'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to analyse information on the supply chain	1.1	Explain analysis methods and procedures in relation to analysing information on the supply chain			
		1.2	Explain information sources on the supply chain in relation to analysing information on the supply chain			
		1.3	Explain organisational objectives and activities in relation to analysing information on the supply chain			
		1.4	Explain performance measurement and benchmarking in relation to analysing information on the supply chain			
		1.5	Identify problems that can occur when analysing information on the supply chain			
		1.6	Explain appropriate action when dealing with identified problems			
2	Analyse information on the supply chain	2.1	Specify the purpose of the analysis			
		2.2	Obtain the required data			
		2.3	Collate the data required for the analysis			
		2.4	Prepare the data required for the analysis			
		2.5	Use analysis procedures and techniques appropriate for the data			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.6	Analyse the data			
		2.7	Report the results of the analysis to appropriate people			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 8: Monitor the flow of supplies in the supply chain

Unit reference number: J/503/7666

Level: 2

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about monitoring the flow of supplies. It deals with collating and analysing information in regard to the flow of supplies. It involves identifying any problems and providing results of analysis in regard to the flow of supplies.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 127 – ‘Monitor the flow of supplies in the supply chain’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to monitor the flow of supplies in the supply chain	1.1	Describe analysis methods and procedures that relate to monitoring the flow of supplies in the supply chain			
		1.2	Describe information sources on supply chain processes that relate to monitoring the flow of supplies in the supply chain			
		1.3	Describe the organisational objectives and activities that relate to monitoring the flow of supplies in the supply chain			
		1.4	Identify problems that can occur when monitoring the flow of supplies in the supply chain			
		1.5	Explain appropriate action when dealing with identified problems			
2	Monitor the flow of supplies in the supply chain	2.1	Confirm information on the supplies that are flowing through the supply chain			
		2.2	Collate data to monitor the flow of supplies			
		2.3	Comply with procedures for monitoring the flow of supplies			
		2.4	Monitor the flow of supplies			
		2.5	Analyse the data			
		2.6	Report the results			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 9: Monitor the distribution of supplies

Unit reference number: Y/503/7669

Level: 3

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about monitoring the distribution of supplies. It deals with obtaining information in regard to distribution requirements. It involves collating and analysing information, identifying any problems and providing results of analysis in regard to the distribution of supplies.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 130 – ‘Monitor the distribution of supplies’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to monitor the distribution of supplies	1.1	Explain analysis methods and procedures that relate to the distribution of supplies			
		1.2	Explain cost benefit analysis methods and procedures that relate to monitoring the distribution of supplies			
		1.3	Explain information sources on supply chain processes that relate to monitoring the distribution of supplies			
		1.4	Explain the organisational objectives and activities that relate to monitoring the distribution of supplies			
		1.5	Identify problems that can occur with the distribution of supplies			
		1.6	Explain appropriate action when dealing with identified problems			
2	Monitor the distribution of supplies	2.1	Confirm information on the supplies being distributed			
		2.2	Obtain information on the distribution of supplies			
		2.3	Collate the data			
		2.4	Analyse the data			
		2.5	Comply with procedures for monitoring the distribution of supplies			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.6	Monitor the distribution of supplies			
		2.7	Report the results of the monitoring			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 10: Monitor the flow of returned supplies

Unit reference number: L/503/7670

Level: 2

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about monitoring the flow of returned supplies. It deals with collating and analysing information in regard to the flow of returned supplies. It involves identifying any problems and providing results of analysis in regard to the flow of returned supplies.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 131 – ‘Monitor the flow of returned supplies’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to monitor the flow of returned supplies	1.1	Describe, analysis methods and procedures that relate to monitoring the flow of returned supplies			
		1.2	Describe information sources on supply chain processes that relate to monitoring the flow of returned supplies			
		1.3	Describe organisational objectives and activities that relate to monitoring the flow of returned supplies			
		1.4	Identify problems that can occur with the flow of returned supplies			
		1.5	Explain appropriate action when dealing with identified problems			
2	Monitor the flow of returned supplies	2.1	Confirm information on the supplies being returned			
		2.2	Collate data on the flow of returned supplies			
		2.3	Comply with procedures for monitoring the flow of returned supplies			
		2.4	Monitor the flow of returned supplies			
		2.5	Analyse the data			
		2.6	Report the results			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 11: Monitor the transportation of supplies

Unit reference number: R/503/7671

Level: 2

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about monitoring the transportation of supplies. It deals with collating and analysing information in regard to the transportation of supplies. It involves identifying any problems and providing results of analysis in regard to the transportation of supplies.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 132 – ‘Monitor the transportation of supplies’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to monitor the transportation of supplies	1.1	Describe analysis methods and procedures that relate to monitoring the transportation of supplies			
		1.2	Describe information sources on supply chain processes that relate to monitoring the transportation of supplies			
		1.3	Describe organisational objectives and activities that relate to monitoring the transportation of supplies			
		1.4	Explain transportation methods and procedures that relate to monitoring the transportation of supplies			
		1.5	Identify problems that can occur with the transportation of supplies			
		1.6	Explain appropriate action when dealing with identified problems			
2	Monitor the transportation of supplies	2.1	Confirm information on the supplies being transported			
		2.2	Obtain information on the transportation of supplies			
		2.3	Collate data on the transportation of supplies			
		2.4	Analyse the data			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.5	Comply with procedures for monitoring the transportation of supplies			
		2.6	Monitor the transportation of supplies			
		2.7	Report the results			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 12: Place and monitor orders with suppliers

Unit reference number: A/503/7664

Level: 2

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about placing and monitoring orders with suppliers. It deals with obtaining information and confirming orders with colleagues, identifying problems and complying with procedures.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 125 – ‘Place orders with suppliers’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to place and monitor orders with suppliers	1.1	Explain the relevant organisational policies and procedures, that relate to information sources on supply chain processes when placing and monitoring orders with suppliers			
		1.2	Explain the organisational objectives and activities that relate to placing and monitoring orders with suppliers			
		1.3	Explain the relevant organisational policies and procedures, that relate to monitoring procedures when placing and monitoring orders with suppliers			
		1.4	Identify the specifications used for placing and monitoring orders with suppliers			
		1.5	Identify problems that can occur when placing and monitoring orders with suppliers			
		1.6	Explain appropriate action when dealing with identified problems			
2	Place and monitor orders with suppliers	2.1	Follow all relevant organisational policies and procedures, that relate to using sources of information on supply chain processes when placing and monitoring orders with suppliers			
		2.2	Follow all relevant organisational policies and procedures, that relate to the organisation's objectives and activities when placing and monitoring orders with suppliers			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.3	Follow all relevant organisational policies and procedures, that relate to monitoring procedures when placing and monitoring orders with suppliers			
		2.4	Obtain information on the supplies that need to be ordered			
		2.5	Confirm the specifications with colleagues			
		2.6	Comply with procedures to place the orders			
		2.7	Place the orders			
		2.8	Confirm the orders with suppliers			
		2.9	Monitor the orders			
		2.10	Report progress on the orders			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 13: Process customs documentation for goods

Unit reference number: T/600/7637

Level: 2

Credit value: 2

Guided learning hours: 12

Unit summary

This unit is about the processing customs documentation for goods. It deals with required documentation for UK, EU and other countries as they apply to different types of goods.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit Sfl64 – ‘Process customs documentation for goods’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Be able to identify required documentation for customs	1.1	Identify documentation required by customs authorities in the UK, the EU and other countries, to include that required for: <ul style="list-style-type: none"> • different types of goods • transit 			
		1.2	Identify current legislation and regulations as they apply to the goods to be transported			
		1.3	Identify all relevant details on the goods to be transported			
		1.4	Identify organisational procedures to complete required documentation			
2	Be able to process documentation required for customs	2.1	Confirm with appropriate people the information required for customs			
		2.2	Ensure all information is accurate			
		2.3	Complete all customs documentation accurately in accordance with organisational procedures and legislation			
		2.4	Ensure that all customs documentation is filed and stored according to organisational procedures and legislation			
		2.5	Pass on customs documentation to appropriate people at the right time according to organisational procedures and legislation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
3	Identify any problems that can occur when processing documentation for customs	3.1	Identify problems that can occur processing documentation for customs			
		3.2	Show how to take appropriate action to deal with the problems			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 14: Process transport documentation for goods

Unit reference number: A/600/7641

Level: 2

Credit value: 2

Guided learning hours: 16

Unit summary

This unit is about processing transport documentation for goods. It deals with required documentation for UK, EU and other countries, as they apply to different types of goods.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from Skills for Logistics NOS Unit SfL 65 – ‘Process transport documentation for goods’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Be able to identify required documentation for transporting goods	1.1	Identify documentation required for transporting goods in the UK, EU and other countries, to include that required for: <ul style="list-style-type: none"> • different types of goods • transport methods • transit routes • transit • destination 			
		1.2	Identify all relevant details on the goods to be transported			
		1.3	Identify current legislation and regulations as they apply to the goods to be transported			
		1.4	Identify organisational procedures to complete required documentation			
2	Be able to process documentation required for transporting goods	2.1	Confirm with appropriate people the information			
		2.2	Select the correct transport documentation for the goods			
		2.3	Ensure all information is accurate			
		2.4	Provide concise descriptions on the goods containing all relevant information			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.5	Complete all transport documentation accurately in accordance with organisational procedures and legislation			
		2.6	Ensure that all transport documentation is filed and stored according to organisational procedures and legislation			
		2.7	Pass on transport documentation to appropriate people at the right time according to organisational procedures and legislation			
3	Identify any problems that can occur when processing documentation for transport	3.1	Identify problems that can occur processing documentation for transport			
		3.2	Show how to take appropriate action to deal with the problems			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 15: Process financial documentation for goods

Unit reference number: F/600/7642

Level: 2

Credit value: 2

Guided learning hours: 18

Unit summary

This unit is about the processing financial documentation for goods. It deals with required documentation for UK, EU and other countries as they apply to different types of goods.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 66 – 'Process financial documentation for goods'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Be able to identify required documentation for processing financial information on goods	1.1	Identify financial documentation required for goods in the UK, EU and other countries, to include that required for: <ul style="list-style-type: none"> • different types of goods • transport methods • transit routes • transit • destination 			
		1.2	Identify all relevant details on the goods to be transported			
		1.3	Identify current legislation and regulations as they apply to the completion of financial documentation on the goods to be transported			
		1.4	Identify organisational procedures to complete required documentation			
2	Be able to process financial documentation for goods	2.1	Confirm with appropriate people the financial information required			
		2.2	Select the correct financial documentation for the goods			
		2.3	Ensure all information is accurate			
		2.4	Provide concise description on the goods containing all relevant information			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.5	Complete all financial documentation accurately in accordance with organisational procedures and legislation			
		2.6	Ensure that all financial documentation is filed and stored according to organisational procedures and legislation			
		2.7	Pass on financial documentation to appropriate people at the right time according to organisational procedures and legislation			
3	Identify any problems that can occur when processing financial documentation for the goods	3.1	Identify problems that can occur processing financial documentation for the goods			
		3.2	Show how to take appropriate action to deal with the problems			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 16: Organise the preparation of documentation for the transportation of goods

Unit reference number: D/600/7647

Level: 3

Credit value: 3

Guided learning hours: 26

Unit summary

This unit is about organising the preparation of documentation for the transportation of goods. It deals with identifying routes and destinations, international borders and restrictions that may apply to the goods.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 69 – ‘Organise the preparation of documentation for the transportation of goods’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Be able to identify the required documentation for the goods	1.1	Identify all relevant details on the goods to be transported to include: <ul style="list-style-type: none"> • health, safety and security • environmental factors • special requirements 			
		1.2	Identify the route and destination for the goods			
		1.3	Identify any international borders and restrictions that impact on the goods			
		1.4	Identify all organisations that require the documentation			
		1.5	Identify all documentation required			
		1.6	Identify resources required to prepare the documentation			
		1.7	Identify organisational procedures to complete required documentation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Be able to organise the preparation of the documentation	2.1	Confirm with appropriate people relevant details of the goods			
		2.2	Confirm with appropriate people the transportation instructions to include: <ul style="list-style-type: none"> • route and destination • international borders and any restrictions that apply • the correct documentation to be completed • the organisations that require the documentation 			
		2.3	Allocate resources to prepare the documentation			
		2.4	Schedule the preparation of the documentation to meet critical dates and times for delivery			
		2.5	Ensure all documentation is completed accurately in accordance with organisational procedures and legislation			
		2.6	Ensure that all documentation is filed and stored according to organisational procedures and legislation			
		2.7	Pass on documentation to appropriate people at the right time according to organisational procedures and legislation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
3	Identify any problems that can occur when organising the preparation of documentation for transporting goods	3.1	Identify problems that can occur when organising the preparation of documentation for transporting goods			
		3.2	Show how to take appropriate action to deal with the problems			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 17: Select suppliers in the supply chain or a logistics operation

Unit reference number: T/503/7663

Level: 3

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about selecting suppliers. It deals with collating and analysing information in regard to the performance of suppliers. It involves identifying any problems and providing results of analysis and making recommendations in regard to the selection of suppliers.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 123 – ‘Analyse the performance of suppliers’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to select suppliers	1.1	Explain the relevant organisational policies and procedures in relation to legal and ethical requirements for selecting suppliers			
		1.2	Explain the organisational objectives and activities that relate to selecting suppliers			
		1.3	Explain methods used by own organisation for selecting suppliers			
		1.4	Explain the relevant organisational policies and procedures in relation to contracting arrangements for selecting suppliers			
		1.5	Identify information sources on suppliers			
		1.6	Explain the importance of drawing up specifications for selecting suppliers			
		1.7	Explain the principles of effective communication			
		1.8	Identify problems that can occur when selecting suppliers			
		1.9	Explain appropriate action when dealing with identified problems			
2	Select suppliers	2.1	Follow all relevant organisational policies and procedures, in relation to legal and ethical requirements when selecting suppliers			
		2.2	Follow all relevant organisational policies and procedures, when selecting suppliers			

Learning outcomes		Assessment criteria	Evidence type	Portfolio reference	Date
		2.3	Follow all relevant organisational policies and procedures, in relation to contracting arrangements when selecting suppliers		
		2.4	Obtain specifications for selecting suppliers		
		2.5	Obtain information on the performance of suppliers		
		2.6	Select supplier(s) based on the quality of supplies		
		2.7	Select supplier(s) based on the quantity of supplies		
		2.8	Select supplier(s) based on the costs		
		2.9	Select supplier(s) based on timeliness		
		2.10	Select supplier(s) based on reliability		
		2.11	Communicate effectively		
		2.12	Agree the contract or purchase order		
		2.13	Monitor the performance of the supplier(s)		
		2.14	Evaluate the performance of the supplier(s)		
		2.15	Report the results		

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 18: Procure supplies or services in the supply chain or a logistics operation

Unit reference number: M/503/7662

Level: 3

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about procuring supplies. It deals with obtaining information, how to select supplies and suppliers, how to monitor the performance of suppliers and legal and ethical requirements.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 121 – ‘Analyse information on the procurement of supplies in the supply chain’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to procure supplies or services in the supply chain or in a logistics operation	1.1	Explain organisational policies and procedures, in relation to the procurement of supplies or services			
		1.2	Explain organisational objectives and activities in the supply chain that relate to the procurement of supplies or services			
		1.3	Explain the relevant organisational policies and procedures, that relate to legal and/or ethical requirements in relation to the procurement of supplies or services			
		1.4	Explain own organisation's specifications for procuring supplies or services			
		1.5	Explain the relevant organisational policies and procedures that relate to own organisation's contracting arrangements in relation to the procurement of supplies or services			
		1.6	Identify sources of information on supply chain processes			
		1.7	Explain how to select supplies or services in relation to the quality of the supplies or services			
		1.8	Explain how to select supplies or services in relation to quantity			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.9	Explain how to select supplies or services in relation to costs			
		1.10	Explain how to select supplies or services in relation to timeliness			
		1.11	Explain how to select supplies or services in relation to reliability			
		1.12	Explain how to monitor the performance of suppliers			
		1.13	Identify problems that can occur with the procurement of supplies or services in the supply chain			
		1.14	Explain appropriate action when dealing with identified problems			
2	Procure supplies or services in the supply chain or a logistics operation	2.1	Follow all relevant organisational policies and procedures, in relation to the procurement of supplies or services in the supply chain or a logistics operation			
		2.2	Follow all relevant organisational policies and procedures, in relation to the procurement of supplies or services in the supply chain, that relate to legal and/or ethical requirements			
		2.3	Follow all relevant organisational policies and procedures, in relation to the procurement of supplies or services in the supply chain, that relate to own organisations specifications for procuring supplies			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.4	Follow all relevant organisational policies and procedures, in relation to the procurement of supplies or services in the supply chain, that relate to the organisation's contracting arrangements			
		2.5	Obtain information on the supplies or services required and suppliers			
		2.6	Analyse information on the supplies or services and suppliers			
		2.7	Obtain detailed specifications for the supplies or services			
		2.8	Source the supplies or services required			
		2.9	Select supplies or services based on the quality required			
		2.10	Select supplies or services based on the quantity required			
		2.11	Select supplies or services based on the costs required			
		2.12	Select supplies or services based on timeliness			
		2.13	Select supplies or services based on reliability			
		2.14	Agree the contract or purchase order			
		2.15	Evaluate the supplies or services			
		2.16	Report the results of the evaluation to appropriate people			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 19: Control supplies at storage locations and facilities

Unit reference number: H/503/7660

Level: 3

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about controlling supplies at storage locations and facilities. It deals with collating and analysing information in regard to the supplies being stored. It involves monitoring the location and condition of supplies, identifying any problems and providing results of analysis and recommendations in regard to the control of supplies.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit Sfl 117 – ‘Control supplies at storage locations and facilities’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to control supplies at storage locations and facilities	1.1	Explain analysis methods and procedures in relation to controlling supplies at storage locations and facilities			
		1.2	Explain cost benefit analysis methods and procedures in relation to controlling supplies at storage locations and facilities			
		1.3	Explain information sources in relation to controlling supplies at storage locations and facilities			
		1.4	Explain organisational objectives and activities in relation to controlling supplies at storage locations and facilities			
		1.5	Identify problems that can occur when controlling supplies at storage locations and facilities			
		1.6	Explain appropriate action when dealing with identified problems			
2	Control supplies at storage locations and facilities	2.1	Obtain information on the supplies being stored			
		2.2	Collate data for analysis on the storage locations and facilities			
		2.3	Analyse the information			
		2.4	Comply with procedures for controlling the supplies being stored			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.5	Monitor the location and condition of the supplies being stored			
		2.6	Report the results of the monitoring to appropriate colleagues			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 20: Administer contracts

Unit reference number: K/503/7661

Level: 2

Credit value: 3

Guided learning hours: 20

Unit summary

This unit is about administering contracts. It deals with obtaining authorisation, instructions, information for contracts and providing specified documents. It involves identifying problems, exchanging information and confirming that contracts comply with requirements.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 120 – ‘Administer contracts’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to administer contracts	1.1	Describe communication methods and procedures in relation to administering contracts			
		1.2	Describe contract administration methods and procedures in relation to administering contracts			
		1.3	Describe legal and regulatory requirements in relation to administering contracts			
		1.4	Describe own organisation's procurement practices in relation to administering contracts			
		1.5	Identify problems that can occur with administering contracts			
		1.6	Explain appropriate action when dealing with identified problems			
2	Administer contracts	2.1	Obtain authorization to administer the contract			
		2.2	Clarify instructions and information required to administer the contract			
		2.3	Provide documents specified in the contract to relevant people			
		2.4	Provide information on contract outcomes to relevant people			
		2.5	Exchange information on the content and outcomes of contracts with appropriate people			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.6	Confirm the contract complies with all relevant requirements			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 21: Develop productive working relationships with colleagues in logistics operations

Unit reference number: A/601/7179

Level: 3

Credit value: 2

Guided learning hours: 12

Unit summary

This unit is about developing productive working relationships with colleagues within logistics operations. It deals with supporting colleagues within teams, dealing with difficult situations; supporting and delivering own work to maintain the productivity of the operation.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SFL 51 – 'Develop productive working relationships with colleagues'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to develop productive working relationships with colleagues in logistics operations	1.1	<p>Explain the relevant organisational policies and procedures, in relation to developing productive working relationships, that relate to:</p> <ul style="list-style-type: none"> • health, safety and security • legal requirements • equality and diversity, and inclusion • operating requirements 			
		1.2	Explain the benefits of developing productive working relationships			
		1.3	Explain the importance of creating an environment of trust and mutual respect			
		1.4	Explain the roles and responsibilities of work colleagues			
		1.5	Explain the principles of effective communication			
		1.6	Explain the importance of understanding difficult situations, conflicts of interest issues, and disagreements and techniques for resolving these			
		1.7	Explain the importance of feedback on own performance			
		1.8	Explain how to provide feedback to colleagues on their performance			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Be able to develop productive working relationships in logistics operations	2.1	Follow all organisational policies and procedures, in relation to developing productive working relationships with colleagues in logistics operations, that relate to: <ul style="list-style-type: none"> • health, safety and security • legal requirements • equality and diversity, and inclusion • operating requirements 			
		2.2	Establish productive working relationships with colleagues			
		2.3	Communicate effectively			
		2.4	Exchange information and resources with colleagues to ensure all parties fulfil agreements			
		2.5	Provide feedback to colleagues to improve performance			
		2.6	Obtain feedback from colleagues to improve performance			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 22: Ensure compliance with legal, regulatory, ethical and social requirements in logistics operations

Unit reference number: M/601/7602

Level: 3

Credit value: 3

Guided learning hours: 15

Unit summary

This unit is about ensuring compliance with organisational policies and procedures in order to meet legislative, regulatory, ethical and social requirements.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit Sfl 35 – 'Ensure compliance with legal, regulatory, ethical and social requirements'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to ensure compliance with legal, regulatory, ethical and social requirements in logistics operations	1.1	<p>Explain the relevant organisational policies and procedures, in relation compliance with legal, regulatory, ethical and social requirements in logistics operation that relate to:</p> <ul style="list-style-type: none"> • monitoring developments in legislation and regulation • governance • non-compliance • maintaining policies and procedures • risk management • ethics and values • confidentially 			
		1.2	Describe the different sources and types of information that are used for current organisational and operational procedures			
		1.3	Describe the organisation's approach to current and emerging social attitudes to management and leadership practice			
		1.4	Describe regulatory, ethical and operational requirements, both national and international that affect own logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.5	Describe ways in which other organisations in the logistics sector deal with current and emerging social concerns and expectations			
		1.6	Explain the importance of implementing the policies and procedures			
2	Be able to ensure compliance with legal, regulatory, ethical and social requirements	2.1	Follow all organisational policies and procedures, in relation to compliance with legal, regulatory, ethical and social requirements in logistics operations, that relate to: <ul style="list-style-type: none"> • monitoring developments in legislation and regulation • governance • non-compliance • maintaining policies and procedures • risk management • ethics and values • confidentiality 			
		2.2	Obtain information from suitable sources on the current organisational and operational policies and procedures			
		2.3	Communicate effectively			
		2.4	Ensure the organisation's policies and procedures are implemented			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.5	Monitor the organisation's policies and procedures			
		2.6	Assess the organisation's policies and procedures			
		2.7	Review the organisation's policies and procedures			
		2.8	Assess the impact of failure to comply with the organisation's and policies and procedures			
		2.9	Recommend changes to organisation's policies and procedures			
		2.10	Report on the organisation's policies and procedures			
		2.11	Provide feedback on the implementation of the organisation's policies and procedures			
		2.12	Provide information to those that require it promptly			
		2.13	Encourage the sharing of information within the constraints of confidentiality			
		2.14	Record work according to organisational procedures			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 23: Ensure an effective organisational approach to health, safety and security in supply chain management or a logistics operation

Unit reference number: H/503/7674

Level: 5

Credit value: 6

Guided learning hours: 30

Unit summary

This unit is about ensuring an effective organisational approach to health, safety and security in logistics operations. It deals with; organisational responsibilities and liabilities in own organisation, developing an organisational strategy, policies and procedures for health, safety and security. It involves developing systems for monitoring, measuring and reporting the organisation's overall health, safety and security performance.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from MSC NOS Unit 'Ensure an effective organisational approach to health, safety and security in own organisation'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to ensure an effective organisational approach to health safety and security in supply chain management or a logistics operation	1.1	Discuss the responsibilities and liabilities of the operation that relate to ensuring an effective organisational approach to health, safety and security in supply chain management or a logistics operation			
		1.2	Discuss the legislation and regulations that apply that relate to ensuring an effective organisational approach to health, safety and security in supply chain management or a logistics operation			
		1.3	Discuss the key components in a written health, safety and security policy that relate to ensuring an effective organisational approach to health, safety and security in supply chain management or a logistics operation			
		1.4	Discuss consultation and negotiation processes that relate to ensuring an effective health, safety and security approach in supply chain management or a logistics operation			
		1.5	Discuss organisational cultures that relate to ensuring an effective health, safety and security approach in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.6	Discuss systems for monitoring, measuring and reporting that relate to ensuring an effective health, safety and security approach in supply chain management or a logistics operations			
		1.7	Discuss critical decision making that relates to ensuring an effective health, safety and security approach in supply chain management or a logistics operation			
		1.8	Discuss problem solving and contingency planning that relates to an effective health, safety and security approach in supply chain management or a logistics operation			
		1.9	Discuss conflict resolution that relates to an effective health, safety and security approach in supply chain management or in a logistics operation			
		1.10	Identify problems that can occur when ensuring an effective health, safety and security approach in supply chain management or a logistics operation			
		1.11	Analyse appropriate action to deal with identified problems			
2	Ensure an effective organisational approach to health, safety and security in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values in relation to ensuring an effective organisational approach to health, safety and security			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.2	Assess the systems in place to ensure an effective organisational approach to health, safety and security			
		2.3	Develop a strategy to ensure effective health, safety and security across the organisation			
		2.4	Develop the systems and policies to ensure effective health, safety and security across the operation and/or organisation			
		2.5	Identify priorities and potential problems and risks			
		2.6	Identify the resources required to ensure the effective implementation of health, safety and security policies			
		2.7	Prepare contingency plans relating to the implementation of health, safety and security			
		2.8	Develop criteria and systems to monitor, measure and report the organisation's overall health, safety and security performance			
		2.9	Ensure that all colleagues are aware of own roles responsibilities in relation to the implementation of health, safety and security policies			
		2.10	Communicate effectively with colleagues in relation to health, safety and security			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.11	Enable colleagues to develop the culture of the organisation to ensure effective working practices within agreed boundaries			
		2.12	Enable colleagues to identify ways of reducing health, safety and security risks			
		2.13	Provide and receive feedback			
		2.14	Evaluate performance of the operation and/or organisation			
		2.15	Record the performance of the operation and/or organisation			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 24: Apply improvements to the supply chain

Unit reference number: M/503/7659

Level: 3

Credit value: 4

Guided learning hours: 20

Unit summary

This unit is about applying improvements to the supply chain. It deals with obtaining information and applying improvements in accordance with plans and procedures. It involves collating and analysing data, identifying problems and providing feedback.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 115 – ‘Apply improvements to the supply chain’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to apply improvements to the supply chain	1.1	Explain change management theories in relation to applying improvements to the supply chain			
		1.2	Explain organisational objectives and activities in relation to applying improvements to the supply chain			
		1.3	Explain planning methods in relation to applying improvements to the supply chain			
		1.4	Identify problems that can occur with the application of improvements to the supply chain			
		1.5	Explain appropriate action when dealing with identified problems			
2	Obtain information on the improvements being introduced to the supply chain	2.1	Obtain information on the improvements being introduced to the supply chain			
		2.2	Apply the improvements according to the improvement plan			
		2.3	Monitor improvements to the supply chain			
		2.4	Collate data on the impact of the improvements			
		2.5	Analyse the data on the impact of the improvements			
		2.6	Provide feedback on the application of the improvements			

Learner name: _____

Date: _____

Learner signature: _____

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Assessor signature: _____

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Internal verifier signature: _____

Date: _____

(if sampled)

Unit 25: Plan the workforce in supply chain management or a logistics operation

Unit reference number: R/503/7685

Level: 5

Credit value: 4

Guided learning hours: 25

Unit summary

This unit is about taking a lead in identifying the workforce requirements of your organisation and how these will be satisfied. It involves considering the strategic objectives and plans of the organisation to decide whether the workforce should be expanded, maintained or contracted. It also involves considering whether there is an appropriate mix of people to achieve the organisation's objectives, and whether any problems with this can be resolved by recruiting staff, moving staff to other positions or making staff redundant.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 137 – 'Plan the workforce' (MSC D4)

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to plan the workforce in supply chain management or a logistics operation	1.1	Discuss the relevant organisational policies and procedures, that relate to legislation and employment regulations and requirements when planning the workforce in supply chain management or a logistics operation			
		1.2	Discuss the relevant organisational policies and procedures, that relate to health, safety and security when planning the workforce in supply chain management or a logistics operation			
		1.3	Discuss the relevant organisational policies and procedures, that relate to equality, diversity and inclusion when planning the workforce in supply chain management or a logistics operation			
		1.4	Discuss the relevant organisational policies and procedures, that relate to obtaining specialist expertise when planning the workforce in supply chain management or a logistics operation			
		1.5	Discuss the relevant organisational policies and procedures, that relate to leaving strategies and redundancy counselling when planning the workforce in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.6	Discuss the relevant organisational policies and procedures, that relate to contingency arrangements when planning the workforce in supply chain management or a logistics operation			
		1.7	Discuss the relevant organisational policies and procedures, that relate to resources when planning the workforce in supply chain management or a logistics operation			
		1.8	Discuss the information required to undertake workforce planning			
		1.9	Discuss how a multicultural and international workforce can benefit the organisation			
		1.10	Discuss the advantages, disadvantages, costs and benefits to different methods of meeting workforce requirements			
2	Plan the workforce in supply chain management or a logistics operation	2.1	Follow all organisational policies and procedures, that relate to legislation and employment regulations and requirements when planning the workforce in supply chain management or a logistics operation			
		2.2	Follow all organisational policies and procedures, that relate to health, safety and security when to planning the workforce in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.3	Follow all organisational policies and procedures, that relate to equality, diversity or inclusion when planning the workforce in supply chain management or a logistics operation			
		2.4	Follow all organisational policies and procedures, that relate to obtaining specialist expertise when planning the workforce in supply chain management or a logistics operation			
		2.5	Follow all organisational policies and procedures, that relate to leaving strategies and redundancy counselling when planning the workforce in supply chain management or a logistics operation			
		2.6	Follow all organisational policies and procedures, that relate to contingency arrangements when planning the workforce in supply chain management or a logistics operation			
		2.7	Follow all organisational policies and procedures, that relate to resources when planning the workforce, in supply chain management or a logistics operation			
		2.8	Evaluate own organisation's key strategic objectives and associated plans for workforce planning			
		2.9	Assess the skills, knowledge, understanding and experience required to undertake current and planned organisational activities			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.10	Review current capacity and capability to meet identified skills, knowledge, understanding and experience requirements when planning the workforce in supply chain management or logistics operation			
		2.11	Assess the cultural needs of the workforce to maximize efficiency in supply chain management or logistics operation			
		2.12	Develop workforce plans that meet the short, medium and long term needs of own organisation when planning the workforce in supply chain management or logistics operation			
		2.13	Assess contractual arrangements to ensure these are appropriate to the needs of own organisation when planning the workforce in supply chain management or logistics operation			
		2.14	Incorporate contingency arrangements into the workforce plan			
		2.15	Communicate effectively with colleagues when planning the workforce in supply chain management or logistics operation			

Learner name: _____

Date: _____

Learner signature: _____

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Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 26: Respond to problems in logistics operations

Unit reference number: T/601/7598

Level: 3

Credit value: 3

Guided learning hours: 15

Unit summary

This unit is about using previous experience to deal with problems, identifying the most appropriate response and monitoring its effectiveness.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SFL 38 – 'Respond to problems in logistics operations'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to respond to problems in logistics operations	1.1	Explain the relevant organisational policies and procedures, in relation to responding to problems in logistics operations, that relate to: <ul style="list-style-type: none"> • health, safety and security • compliance • roles, responsibilities information and management systems 			
		1.2	Explain the importance of good communication methods			
		1.3	Describe the different types of information required for responding to problems in logistics operations			
		1.4	Explain factors that could lead to problems in logistics operations			
		1.5	Explain contingency planning methods			
		1.6	Explain risk assessment methods used			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Be able respond to problems in logistics operations	2.1	Follow all organisational policies and procedures, in relation to responding to problems in logistics operations that relate to: <ul style="list-style-type: none"> • health, safety and security • compliance • roles, responsibilities, information and management systems 			
		2.2	Develop procedures for identifying problems			
		2.3	Respond to problems within logistics operations			
		2.4	Review problems that have occurred previously and the factors that led to them			
		2.5	Assess the impact of previous problems on the logistics operation			
		2.6	Plan the activities and resources that are required to respond to a particular problem			
		2.7	Implement the plan in response to a particular problem			
		2.8	Obtain feedback on the plan			
		2.9	Develop contingency plans			
		2.10	Implement contingency plans			
		2.11	Obtain feedback from others on the use of contingency plans			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.12	Review the effectiveness of the plans			
		2.13	Record work according to organisational procedures			

Learner name: _____

Date: _____

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Assessor signature: _____

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Internal verifier signature: _____

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(if sampled)

Unit 27: **Manage risk in supply chain management or a logistics operation**

Unit reference number: A/503/7678

Level: 5

Credit value: 6

Guided learning hours: 30

Unit summary

This unit is about managing risk in supply chain management or a logistics operation. It deals with risk assessment policies, setting and reviewing risk criteria and identifying potential risk.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from MSC NOS Unit 'Manage Risk.'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to manage risk in supply chain management or a logistics operation	1.1	Discuss the factors relating to different types of risk that relate to managing risk in supply chain management or a logistics operation			
		1.2	Discuss the key stages of risk assessment that relate to managing risk in supply chain management or a logistic operation			
		1.3	Discuss methods of communication, in relation to managing risk in supply chain management or a logistics operation			
		1.4	Discuss written risk management policies that relate to managing risk in supply chain management or a logistics operation			
		1.5	Discuss the criteria used to manage risk, in supply chain management or a logistics operation			
		1.6	Discuss potential risks and probabilities that relate to managing risk in supply chain management or a logistics operation			
		1.7	Discuss decisions and actions taken, that relate to managing risk in supply chain management or a logistics operation			
		1.8	Discuss contingency planning that relates to managing risk in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.9	Discuss conflict resolution that relates to managing risk in supply chain management or a logistics operation			
		1.10	Discuss systems for monitoring risk management across the organisation			
		1.11	Identify problems that can occur when managing risk that relates to supply chain management or a logistics operation			
		1.12	Analyse appropriate action to deal with identified problems			
2	Manage risk across the organisation in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values in relation to risk management			
		2.2	Assess the systems in place to manage risk			
		2.3	Develop a written risk management strategy			
		2.4	Develop the systems and policies to manage risk across the organisation			
		2.5	Develop a strategy to implement the risk policies			
		2.6	Communicate with colleagues effectively risk awareness			
		2.7	Enable colleagues to become risk aware			
		2.8	Enable colleagues to develop a risk management culture for the organisation within agreed boundaries			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.9	Provide and receive feedback in relation to managing risk			
		2.10	Monitor progress across the organisation			
		2.11	Evaluate progress across the organisation			
		2.12	Record the progress across the organisation			

Learner name: _____

Date: _____

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Internal verifier signature: _____

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(if sampled)

Unit 28: **Encourage innovation in supply chain management or a logistics operation**

Unit reference number: K/503/7692

Level: 5

Credit value: 5

Guided learning hours: 28

Unit summary

This unit is about encouraging innovation in logistics operations. It deals with developing a strategy to encourage innovation, methods to identify and pursue opportunities and barriers and challenges to innovation.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from MSC NOS Unit 'Encourage innovation in own organisation.'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to encourage innovation in supply chain management or a logistics operation	1.1	Discuss the benefits of innovation to the organisation when encouraging innovation in supply chain management or a logistics operation			
		1.2	Discuss the difference between creativity and innovation			
		1.3	Discuss methods of communication when encouraging innovation in supply chain management or a logistics operation			
		1.4	Discuss methods to motivate colleagues to share ideas when encouraging innovation in supply chain management or a logistics operation			
		1.5	Discuss partnership working when encouraging innovation in supply chain management or a logistics operation			
		1.6	Discuss methods to identify and pursue opportunities in supply chain management or a logistics operation			
		1.7	Discuss the key stages in creativity and innovation			
		1.8	Discuss the protection of ideas and innovation			
		1.9	Discuss contingency planning when encouraging innovation in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.10	Discuss conflict resolution when encouraging innovation in supply chain management or a logistics operation			
		1.11	Discuss systems for monitoring risk			
		1.12	Identify problems that can occur when encouraging innovation in supply chain management or a logistics operation			
		1.13	Analyse appropriate action to deal with identified problems			
2	Encourage innovation in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values			
		2.2	Assess the systems in place to manage risk			
		2.3	Develop a strategy to encourage innovation			
		2.4	Develop the systems and policies to encourage innovation			
		2.5	Evaluate the level of innovation in the organisation			
		2.6	Identify appropriate partners to generate ideas			
		2.7	Pursue opportunities to generate ideas			
		2.8	Develop policies that test initial ideas			
		2.9	Allocate resources			
		2.10	Communicate effectively			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.11	Motivate colleagues			
		2.12	Enable colleagues to become risk aware			
		2.13	Enable colleagues to develop the culture of the organisation to encourage innovation within agreed boundaries			
		2.14	Evaluate business cases and plans for the practical implementation of ideas			
		2.15	Provide and receive feedback			
		2.16	Establish systems to measure the impact of innovation			
		2.17	Monitor progress across the organisation			
		2.18	Evaluate progress across the organisation			
		2.19	Record the progress across the organisation			

Learner name: _____

Date: _____

Learner signature: _____

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Assessor signature: _____

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Internal verifier signature: _____

Date: _____

(if sampled)

Unit 29: Implement change in supply chain management or a logistics operation

Unit reference number: L/503/7684

Level: 5

Credit value: 7

Guided learning hours: 28

Unit summary

This unit is about implementing change in supply chain management or a logistics operation. It deals with developing a strategy for implementing organisational change, risk assessment, the change/performance curve, team-building techniques and problem solving.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from MSC NOS 'Implement change.'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to implement change in supply chain management or a logistics operation	1.1	Discuss the main models and methods of managing organisational change in supply chain management or a logistics operation			
		1.2	Discuss techniques for implementing change in supply chain management or a logistics operation			
		1.3	Discuss methods of communication in relation to implementing change in supply chain management or a logistics operation			
		1.4	Discuss the change/performance curve that relates to implementing change in supply chain management or a logistics operation			
		1.5	Discuss risk assessment in relation to implementing change in supply chain management or a logistics operation			
		1.6	Discuss leadership styles in relation to implementing change in supply chain management or a logistics operation			
		1.7	Discuss reward systems in relation to implementing change in supply chain management or a logistics operation			
		1.8	Discuss critical decision making in relation to implementing change in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.9	Discuss the political, bureaucratic and resource barriers in relation to implementing chain in supply chain management or a logistics operation			
		1.10	Discuss methods for problem solving in relation to implementing change in supply chain management or a logistics operation			
		1.11	Discuss methods for conflict resolution in relation to implementing change in supply chain management or a logistics operation			
		1.12	Identify problems that can occur when implementing change in supply chain management or a logistics operation			
		1.13	Analyse appropriate action to deal with identified problems			
2	Implement change in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisations vision, purpose and values in relation to implementing change in supply chain management or a logistics operation			
		2.2	Assess the systems in place to implement change in supply chain management or a logistics operation			
		2.3	Develop a strategy to implement change in supply chain management or a logistics operation			
		2.4	Develop the systems and policies to implement the change in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria	Evidence type	Portfolio reference	Date
		2.5	Prioritise objectives for the change in supply chain management or a logistics operation		
		2.6	Develop teams to deliver the change		
		2.7	Ensure that colleagues across the organisation are aware of own roles and responsibilities when implementing the change in supply chain management or a logistics operation		
		2.8	Implement the change in supply chain management or logistics operation		
		2.9	Allocate resources to implement the change in supply chain management or a logistics operation		
		2.10	Communicate effectively with colleagues when implementing the change in supply chain management or a logistics operation		
		2.11	Motivate colleagues when implementing the change in supply chain management or logistics operation		
		2.12	Enable colleagues to become risk aware during the implementation of the change in supply change management or logistics operation		
		2.13	Enable colleagues, within agreed boundaries, to develop the culture of the organisation when implementing the change in supply chain management or logistics operation		

Learning outcomes		Assessment criteria	Evidence type	Portfolio reference	Date
		2.14	Provide and receive feedback to and from colleagues in regard to the change		
		2.15	Establish systems to measure the impact of the change in supply chain management or logistics operation		
		2.16	Monitor progress of the change across the organisation		
		2.17	Evaluate progress of the change across the organisation		
		2.18	Record the progress of the change across the organisation		

Learner name: _____

Date: _____

Learner signature: _____

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Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 30: Schedule logistics operations to meet customers requirements

Unit reference number: K/601/7596

Level: 3

Credit value: 4

Guided learning hours: 18

Unit summary

This unit is about identifying the type of operation required and producing schedules to meet the customer's needs. It covers the requirements for good planning, scheduling methods and with dealing with problems with the schedule.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SFL 36 – 'Schedule logistics operations to meet customer requirements'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to schedule logistics operations to meet customer requirements	1.1	<p>Explain the relevant organisational policies and procedures, in relation to scheduling logistics operations to meet customer requirements, that relate to:</p> <ul style="list-style-type: none"> • health, safety and security • compliance • roles, responsibilities, information and management systems 			
		1.2	Describe the different sources and types of information required for scheduling logistics operations to meet customer requirements			
		1.3	Explain the importance of good communication methods			
		1.4	Explain the methods and tools used for scheduling logistics operations to meet customer requirements			
		1.5	Explain the factors that need to be taken into account when scheduling logistics operations to meet customer requirements			
		1.6	Describe the activities that need to be taken into account when scheduling logistics operations to meet customer requirements			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.7	Identify problems that can occur when scheduling logistics operations to meet customer requirements			
		1.8	Explain appropriate action when dealing with identified problems			
2	Be able to schedule logistics operations to meet customer requirements	2.1	Follow all organisational policies and procedures, in relation to scheduling logistics operations to meet customer requirements, that relate to: <ul style="list-style-type: none"> • health, safety and security • compliance • roles, responsibilities, information and management systems 			
		2.2	Comply with logistics operations that are required to meet customer requirements			
		2.3	Agree with customers the timings and deadlines for the provision for the logistics operations			
		2.4	Apply scheduling methods and tools according to organisational procedures			
		2.5	Apply logistics resources and sequence of tasks required to provide the logistics operations			
		2.6	Review all relevant factors and risks that could affect the schedule			
		2.7	Plan the logistics operations to ensure that the supply chain continues to function effectively			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.8	Monitor the provision of logistics operations against the schedule			
		2.9	Record work according to operational procedures			

Learner name: _____

Date: _____

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Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 31: Arrange the transportation of goods using multiple transport modes

Unit reference number: Y/600/7646

Level: 3

Credit value: 3

Guided learning hours: 26

Unit summary

This unit is about arranging the transportation of goods using multiple transport modes. It deals with identifying criteria for arranging transportation of goods using multiple modes, identifying service providers, rates and terms and conditions and legislation and regulations that apply.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 68 – 'Arrange the transportation of goods using multiple transport modes'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Be able to identify the criteria for arranging transportation of goods using multiple modes of transport	1.1	Identify all relevant details on the goods to be transported to include: <ul style="list-style-type: none"> • health, safety and security • environmental factors • special requirements 			
		1.2	Identify criteria for selecting service providers to include: <ul style="list-style-type: none"> • systems for selecting service providers • systems for placing orders • advantages and disadvantages of different modes of transport • major routes, hubs and destinations • rates and terms of conditions • legislation and regulations in relation to the goods 			
		1.3	Identify organisational procedures to complete required selection			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Be able to arrange the transporting of goods using multiple modes of transport	2.1	Confirm with appropriate people the criteria required			
		2.2	Confirm with appropriate people relevant details of the goods			
		2.3	Explain the advantages and disadvantages of each mode of transport			
		2.4	Assess each mode of transport for the goods			
		2.5	Determine the most appropriate combination of modes of transport			
		2.6	Place and confirm the order according to organisational procedures			
		2.7	Complete all documentation accurately in accordance with organisational procedures and legislation			
		2.8	Ensure that all documentation is filed and stored according to organisational procedures and legislation			
		2.9	Pass on documentation to appropriate people at the right time according to organisational procedures and legislation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
3	Identify any problems that can occur when arranging the transportation of goods using multiple modes of transport	3.1	Identify problems that can occur arranging the transportation of goods using multiple modes of transport			
		3.2	Show how to take appropriate action to deal with the problems			

Learner name: _____

Date: _____

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(if sampled)

Unit 32: Plan change in supply chain management or a logistics operation

Unit reference number: F/503/7696

Level: 5

Credit value: 6

Guided learning hours: 26

Unit summary

This unit is about planning change in logistics operations. It deals with developing a strategy for planning organisational change, risk assessment, the change/performance curve, team-building techniques and contingency planning.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from Skills for Logistics NOS Units SfL 88 'Propose improvements to the supply chain', SfL89'. Introduce improvements to the supply chain.'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to plan change in supply chain management or a logistics operation	1.1	Discuss the main models and methods for planning organisational change in supply chain management or a logistics operation			
		1.2	Discuss the main models and methods for managing organisational change in supply chain management or logistics operation			
		1.3	Discuss techniques for planning change in supply chain management or a logistics operation			
		1.4	Discuss methods of communication in relation to planning change in supply chain management or a logistics operation			
		1.5	Discuss the change/performance curve			
		1.6	Discuss risk assessment in relation to planning change in supply chain management or a logistics operation			
		1.7	Discuss different leadership styles			
		1.8	Discuss contingency planning in relation to planning change in supply chain management or a logistics operation			
		1.9	Discuss critical decision making in relation to planning change in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.10	Discuss the political, bureaucratic and resource barriers in relation to planning change			
		1.11	Discuss problem solving in relation to planning change in supply chain management or a logistics operation			
		1.12	Discuss conflict resolution in relation to planning change in supply chain management or a logistics operation			
		1.13	Identify problems that can occur when planning change in supply chain management or a logistics operation			
		1.14	Analyse appropriate action to deal with identified problems			
2	Plan change in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values in relation to planning change			
		2.2	Assess the systems in place to plan change			
		2.3	Develop a strategy to plan change			
		2.4	Develop the systems and policies to plan change			
		2.5	Develop a plan for short-term, medium-term and long-term objectives			
		2.6	Prioritise objectives for the change			
		2.7	Develop teams to deliver the plan			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.8	Ensure that colleagues across the organisation are aware of own roles and responsibilities			
		2.9	Implement the change			
		2.10	Allocate resources			
		2.11	Communicate effectively			
		2.12	Motivate colleagues			
		2.13	Enable colleagues to become risk aware			
		2.14	Enable colleagues to develop the culture of the organisation to ensure the change takes place within agreed boundaries			
		2.15	Provide and receive feedback			
		2.16	Establish systems to measure the impact of the change			
		2.17	Monitor progress across the organisation			
		2.18	Evaluate progress across the organisation			
		2.19	Record the progress across the organisation			

Learner name: _____

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(if sampled)

Unit 33: Manage a budget in supply chain management or a logistics operation

Unit reference number: D/503/7673

Level: 3

Credit value: 4

Guided learning hours: 25

Unit summary

This unit is about managing a budget in supply chain management or a logistics operation. It deals with the purposes of budgetary systems, preparation of a realistic budget and using the budget to monitor and control performance for a defined area of work or activity.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from Skills for Logistics NOS Unit SfL 138 'Manage finance for own area of responsibility' (MSC E2)

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to manage a budget in supply chain management or a logistics operation	1.1	Explain the purposes of budgetary systems that relate to managing a budget in supply chain management or a logistics operation			
		1.2	Explain legislation and regulation in relation to managing a budget in supply chain management or a logistics operation			
		1.3	Explain the key factors in controlling a budget that relate to managing a budget in supply chain management or a logistics operation			
		1.4	Describe how to monitor performance for a defined area of work or activity in relation to managing a budget in supply chain management or a logistics operation			
		1.5	Explain variances in relation to managing a budget in supply chain management or a logistics operation			
		1.6	Explain cost/benefit analysis in relation to managing a budget in supply chain management or a logistics operation			
		1.7	Explain critical decision making in relation to managing a budget in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.8	Identify problems that can occur when managing a budget in supply chain management or a logistics operation			
		1.9	Analyse appropriate action to deal with identified problems			
2	Manage a budget in supply chain management or a logistics operation	2.1	Assess the systems in place to manage a budget in supply chain management or a logistics operation			
		2.2	Develop the systems and policies to manage a budget in supply chain management or a logistics operation			
		2.3	Prepare a realistic budget in supply chain management or a logistics operation			
		2.4	Submit the budget for organisational approval			
		2.5	Agree the final budget with appropriate people			
		2.6	Develop criteria and systems to monitor performance for the defined area of work or activity			
		2.7	Ensure that colleagues involved with the budget are aware of own roles responsibilities			
		2.8	Communicate effectively with colleagues when managing a budget in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.9	Provide and receive feedback to and from colleagues in regard to managing a budget in supply chain management or a logistics operation			
		2.10	Monitor budget performance across own area of responsibility or a defined area of work or activity			
		2.11	Evaluate budget performance across own area of responsibility or a defined area of work or activity			
		2.12	Record the budget performance across own area of responsibility or a defined area of work or activity			

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(if sampled)

Unit 34: Manage contracts in supply chain management or a logistics operation

Unit reference number: T/503/7677

Level: 4

Credit value: 4

Guided learning hours: 20

Unit summary

This unit is about managing contracts in supply chain management or a logistics operation. It deals with negotiation, contracting, managing risk and contingency planning.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from Skills for Logistics NOS Units SfL 91 'Manage projects to develop the supply chain', SfL 90 'Plan projects to develop the supply chain', SfL 70 'Commission projects.'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to manage contracts in supply chain management or a logistics operation	1.1	Explain the relevant organisational policies and procedures, that relate to the arrangements for contracting when managing contracts			
		1.2	Explain the relevant organisational policies and procedures, that relate to contract legislation and regulation when managing contracts			
		1.3	Explain the relevant organisational policies and procedures, that relate to financial analysis when managing contracts			
		1.4	Explain the relevant organisational policies and procedures, that relate to negotiation when managing contracts			
		1.5	Explain the relevant organisational policies and procedures, that relate to risk management when managing contracts			
		1.6	Explain the organisational policies and procedures, that relate to contingency planning when managing contracts			
		1.7	Identify problems that can occur when managing contracts in supply chain management or a logistics operation			
		1.8	Analyse appropriate action to deal with identified problems			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Manage contracts in supply chain management or a logistics operation	2.1	Follow all organisational policies and procedures, that relate to contracting arrangements when managing contracts			
		2.2	Follow all organisational policies and procedures, that relate to contract legislation and regulations when managing contracts			
		2.3	Follow all organisational policies and procedures, that relate to financial analysis when managing contracts			
		2.4	Follow all organisational policies and procedures, that relate to negotiation when managing contracts			
		2.5	Follow all organisational policies and procedures, that relate to risk management when managing contracts			
		2.6	Follow all organisational policies and procedures, that relate to contingency planning when managing contracts			
		2.7	Communicate effectively with stakeholders and colleagues when managing contracts in supply chain management or a logistics operation			
		2.8	Ensure the contract contains the correct information			
		2.9	Ensure the contract meets the needs of the organisation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.10	Ensure the contract complies with legal, regulatory and organisational requirements			
		2.11	Obtain authorization and signatures to complete the contract			
		2.12	Monitor the progress of the outcomes of the contract			
		2.13	Obtain information on the outcomes of the contract			
		2.14	Assess the information on the outcomes of the contract			
		2.15	Evaluate the information on the outcomes of the contract			
		2.16	Make recommendations on the outcomes of the contract to inform future decision making			
		2.17	Report results to appropriate people in order to inform future decision making			

Learner name: _____

Date: _____

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(if sampled)

Unit 35: Manage finance for own area of responsibility in supply chain management or a logistics operation

Unit reference number: F/503/7682

Level: 4

Credit value: 4

Guided learning hours: 25

Unit summary

This unit is about managing finance in order to achieve the stated objectives for your area of responsibility. It deals with developing and agreeing a master budget for your area and using this to monitor, evaluate and control performance and take action to deal with identified variances. A key aspect of this unit is delegating responsibility for budgets for clearly defined activities.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 138 – 'Manage finance for your area of responsibility' (MSC E2).

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to manage finance for own area of responsibility in supply chain management or a logistics operation	1.1	Discuss the relevant organisational policies and procedures, that relate to limits of authority when managing finance in own area of responsibility in supply chain management or a logistics operation			
		1.2	Discuss the relevant organisational policies and procedures, that relate to objectives and plans for budgets when managing finance in own area of responsibility in supply chain management or logistics operation			
		1.3	Discuss the relevant organisational policies and procedures, that relate to performance monitoring and evaluation systems when managing finance in own area of responsibility in supply chain management or logistics operation			
		1.4	Discuss the relevant organisational policies and procedures, that relate to contingency arrangements when managing finance in own area of responsibility in supply chain management or a logistics operation			
		1.5	Discuss the relevant organisational policies and procedures, that relate to reporting systems when in relation to managing finance in own area of responsibility in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.6	Discuss the relevant organisational policies and procedures, that relate to delegation when managing finance in own area of responsibility in supply chain management or a logistics operation			
		1.7	Discuss the purpose of budgetary systems in own organisation in supply chain management or a logistics operation			
		1.8	Discuss the importance of consulting with colleagues when preparing budgets in supply chain management or a logistics operation			
		1.9	Discuss the main causes of variances and how to take corrective action in supply chain management or a logistics operation			
		1.10	Discuss different types of fraudulent activities that may be encountered and the appropriate action to take if encountered			
2	Manage finance in own area of responsibility in supply chain management or a logistics operation	2.1	Follow the relevant organisational policies and procedures, that relate to limits on authority when managing finance in own area of responsibility in supply chain management or a logistics operation			
		2.2	Follow the relevant organisational policies and procedures, that relate to objectives and plans for budgets when managing finance in own area of responsibility in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria	Evidence type	Portfolio reference	Date
		2.3	Follow the relevant organisational policies and procedures, that relate to performance monitoring and evaluation systems when managing finance in own area of responsibility in supply chain management or a logistics operation		
		2.4	Follow the relevant organisational policies and procedures, that relate to contingency arrangements when managing finance in own area of responsibility in supply chain management or a logistics operation		
		2.5	Follow the relevant organisational policies and procedures, that relate to reporting systems when managing finance in own area of responsibility in supply chain management or a logistics operation		
		2.6	Follow the relevant organisational policies and procedures, that relate to delegation when managing finance in own area of responsibility in supply chain management or a logistics operation		
		2.7	Evaluate the objectives in relation to the financial information for own area of responsibility in supply chain management or a logistics operation		
		2.8	Evaluate the associated plans in relation to the financial information for own area of responsibility in supply chain management or a logistics operation		

Learning outcomes		Assessment criteria	Evidence type	Portfolio reference	Date
		2.9	Evaluate the priorities, potential problems and risks in relation to the financial information for own area of responsibility in supply chain management or a logistics operation		
		2.10	Agree provisional budgets with colleagues in supply chain management or a logistics operation		
		2.11	Develop a master budget for own area and submit it for approval to those responsible for setting the organisational budget in supply chain management or a logistics operation		
		2.12	Discuss own budget with those responsible for setting the organisational budget in supply chain management or logistics operation		
		2.13	Establish systems to monitor and evaluate performance against budgets in own area of responsibility in supply chain management or a logistics operation		
		2.14	Report information on financial performance of own area to relevant colleagues		

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(if sampled)

Unit 36: Manage business processes in supply chain management or a logistics operation

Unit reference number: F/503/7679

Level: 4

Credit value: 4

Guided learning hours: 25

Unit summary

This unit is about managing business processes in supply chain management or a logistics operation. It deals with the principles of effective processes, sustainable measures, the difference between outputs and outcomes, processes for change and problem solving.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from Skills for Logistics Supply Chain Management NOS Units SfL 87 'Evaluate information on the supply chain,' SfL 92 'Negotiate for supplies', SfL 93 'Contract with other organisations', SfL 94 'Review the outcomes of contracts.'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to manage business processes in supply chain management or a logistics operation	1.1	Discuss the principles of effective process management that relates to managing business processes in supply chain management or a logistics operation			
		1.2	Discuss different types of business process measures that relate to managing business processes in supply chain management or a logistics operation			
		1.3	Discuss the importance of ensuring that processes and resources are sustainable when managing business processes in supply chain management or a logistics operation			
		1.4	Discuss the difference between outputs and outcomes that relate to managing business processes in supply chain management or a logistics operation			
		1.5	Discuss cost benefit analysis that relate to managing business processes in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.6	Discuss analytical and problem- solving tools that relate to managing business processes in supply chain management or a logistics operation			
		1.7	Discuss measurements of success that relate to managing business processes in supply chain management or a logistics operation			
		1.8	Discuss contingency planning that relates to managing business processes in supply chain management or a logistics operation			
		1.9	Identify problems that can occur when managing business processes in supply chain management or a logistics operation			
		1.10	Analyse appropriate action to deal with identified problems			
2	Manage business processes in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values that relate to managing business processes in supply chain management or a logistics operation			
		2.2	Communicate business processes effectively with stakeholders and colleagues			
		2.3	Design business processes that deliver outcomes based on organisational vision, aims and objectives			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.4	Identify the resources required for the business processes			
		2.5	Assess resources for sustainability			
		2.6	Link processes to maximize efficiency across business processes			
		2.7	Define business process responsibilities			
		2.8	Develop business process measures			
		2.9	Establish methods to review the business process			
		2.10	Monitor the business process			
		2.11	Evaluate the business process			
		2.12	Make recommendations to appropriate people in order to inform future decision making			
		2.13	Report results to appropriate people in order to inform future decision making			

Learner name: _____

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(if sampled)

Unit 37: Manage a project in the supply chain or a logistics operation

Unit reference number: K/503/7658

Level: 3

Credit value: 2

Guided learning hours: 10

Unit summary

This unit is about managing a project. It deals with confirming the project tasks against the information obtained. It involves providing information and identifying problems with delivery of projects against project plans.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 116 – ‘Monitor the achievement of project tasks’.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to manage a project	1.1	Explain how the project meets the organisation's vision and business plan			
		1.2	Explain project management and administration methods and procedures in relation to managing a project			
		1.3	Explain risk management in relation to managing a project			
		1.4	Explain contingency planning in relation to managing a project			
		1.5	Explain the key stages or milestones in the project life cycle			
		1.6	Explain the role and key responsibilities of a project manager			
		1.7	Explain the roles of the project's team members			
		1.8	Explain the relationship between the project manager, and key stakeholders			
		1.9	Explain the types of information required for managing the project effectively			
		1.10	Explain the principles of effective communication in relation to managing a project			
		1.11	Identify problems that can occur when managing a project			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.12	Explain appropriate action when dealing with identified problems			
2	Manage the project	2.1	Follow all relevant organisational policies and procedures to meet the organisation's vision and business plan in relation to managing a project			
		2.2	Follow all relevant organisational policies and procedures that relate to project management and its administration			
		2.3	Follow all relevant organisational policies and procedures that relate to project management and risk management			
		2.4	Ensure contingency planning is incorporated into the project			
		2.5	Agree the requirements of the project			
		2.6	Develop a project plan			
		2.7	Implement the project plan using the organisation's project management methods and procedures			
		2.8	Obtain information on the achievement of project tasks and milestones			
		2.9	Communicate effectively the progress of the project with key stakeholders			
		2.10	Confirm the completion of the project with key stakeholders			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.11	Confirm the completion of the project with team members			
		2.12	Evaluate the project's outcomes			
		2.13	Report the results of the project			

Learner name: _____

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Unit 38: Optimise the use of logistics resources

Unit reference number: M/601/7597

Level: 3

Credit value: 3

Guided learning hours: 15

Unit summary

This unit is about identifying the appropriate resource and planning how to use it and monitoring its use to improve performance.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 37 – 'Optimise the use of logistics resources'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to optimize the use of logistics resources	1.1	<p>Explain the relevant organisational policies and procedures, in relation to optimizing the use of logistics resources, that relate to:</p> <ul style="list-style-type: none"> • health, safety and security • compliance • roles, responsibilities, information and management systems • legislation and regulations 			
		1.2	Describe the different sources and types of information required for optimizing the use of logistics resources			
		1.3	Explain the importance of good communication methods			
		1.4	Explain the types of resource used in specific logistics operations			
		1.5	Explain the methods used for optimizing the use of logistics resources			
		1.6	Explain the factors that need to be taken into account when optimizing the use of logistics resources			
		1.7	Explain methods for improving or developing used logistics resources			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.8	Identify problems that can occur when optimising the use of logistics resources			
		1.9	Explain appropriate action when dealing with identified problems			
2	Be able to optimize the use of logistics resources	2.1	Follow all organisational policies and procedures, in relation to optimizing the use of logistics resources, that relate to: <ul style="list-style-type: none"> • health, safety and security • compliance • roles, responsibilities, information and management systems • legislation and regulations 			
		2.2	Identify the availability and demand for logistics resources in the organisation			
		2.3	Determine the level and type of resources used for the logistics operation			
		2.4	Use logistics resources effectively and efficiently			
		2.5	Plan the use of logistics resources to achieve a balance between usage and performance			
		2.6	Monitor the use of logistics resources to identify any positive or negative effects on the environment			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 39: Minimise the environmental impact of logistics operations

Unit reference number: K/601/7601

Level: 3

Credit value: 3

Guided learning hours: 15

Unit summary

This unit is about monitoring the environmental impact of the operation and identifying ways of reducing that impact. It deals with how energy and materials are used and identifying ways of using them more effectively.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit Sfl 41 – 'Minimise the environmental impact of logistics operations'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to minimise the environmental impact of logistics operations	1.1	<p>Explain the relevant organisational policies and procedures, in relation to minimising the environmental impact of logistics operations, that relate to:</p> <ul style="list-style-type: none"> • health, safety and security • compliance • roles, responsibilities, information and management systems • environmental protection • systems to assess environmental impact • recycling and disposal of materials 			
		1.2	Describe the different sources and types of information required for improving performance in logistics operations			
		1.3	Explain environmental issues affecting the logistics sector			
		1.4	Identify ways to reduce the effects on the environment			
		1.5	Identify ways to use energy and materials more effectively and efficiently			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Be able to minimise the environmental impact of logistics operations	2.1	Follow all organisational policies and procedures, in relation to minimising the environmental impact of logistics operations, that relate to: <ul style="list-style-type: none"> • health, safety and security • compliance • roles, responsibilities, information and management systems • environmental protection • systems to assess environmental impact • recycling and disposal of materials 			
		2.2	Implement the organisation's environmental policy			
		2.3	Monitor the use of energy and materials to deliver logistics operations			
		2.4	Assess the environmental risks of specific logistics operations before implementation			
		2.5	Report on the effects of logistics operations on the environment			
		2.6	Ensure that surplus materials are disposed of or recycled correctly			
		2.7	Brief visitors and sub-contractors of environmental responsibilities according to organisational policies			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.8	Recommend ways to minimise the environmental impact of logistics operations			
		2.9	Record work according to organisational procedures			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 40: Map the logistics environment in which own organisation operates

Unit reference number: T/503/7694

Level: 5

Credit value: 6

Guided learning hours: 30

Unit summary

This unit is about mapping the logistics environment in which own organisation operates. It deals with how to measure and review organisational performance and review organisational culture, benchmarking and undertaking SWOT, PESTLE and stakeholder interest analyses.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from MSC NOS Unit 'Map the environment in which own organisation operates.'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to map the logistics environment in which own organisation operates	1.1	Discuss information on customers and competitors in relation to mapping the logistics environment in which own organisation operates			
		1.2	Discuss measurements of organisational performance in relation to mapping the logistics environment in which own organisation operates			
		1.3	Discuss benchmarking in relation to mapping the logistics environment in which own organisation operates			
		1.4	Discuss organisational cultures			
		1.5	Discuss equality, diversity and inclusion in relation to mapping the logistics environment in which own organisation operates			
		1.6	Discuss the current political, economic, social, technological, legal and environmental (PESTLE) environment			
		1.7	Discuss critical decision making in relation to mapping the logistics environment in which own organisation operates			
		1.8	Identify problems that can occur when mapping the logistics environment in which own organisation operates			
		1.9	Analyse appropriate action to deal with identified problems			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Map the logistics environment in which own organisation operates	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values in relation to mapping the logistics environment in which own organisation operates			
		2.2	Communicate effectively with stakeholders and colleagues			
		2.3	Assess information on customers and competitors from a wide variety of sources			
		2.4	Use the information to support planning			
		2.5	Evaluate current trends and developments			
		2.6	Benchmark own organisations performance with others in the logistics sector			
		2.7	Undertake a SWOT analysis of own organisation			
		2.8	Evaluate the results of the SWOT analysis			
		2.9	Undertake an analysis of the organisation based on the principles of PESTLE			
		2.10	Evaluate the results of the PESTLE analysis			
		2.11	Consult with stakeholders and colleagues on future market and organisational developments			
		2.12	Evaluate consultation			
		2.13	Report results in order to inform decision making			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 41: Build own organisation's understanding of its market and customers in supply chain management or a logistics operation

Unit reference number: Y/503/7686

Level: 4

Credit value: 6

Guided learning hours: 35

Unit summary

This unit is about making sure that relevant and reliable information about the organisation's market and customers is constantly available and shared.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 139 – 'Build your own organisation's understanding of its market and customers' (MSC F9).

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to build own organisation's understanding of its market and customers in supply chain management or a logistics operation	1.1	Discuss the relevant organisational policies and procedures, that relate to sourcing professional market-research expertise when building own organisation's understanding of its market and customers in supply chain management or a logistics operation			
		1.2	Discuss the relevant organisational policies and procedures, that relate to methods for gaining customer feedback when building own organisation's understanding of its market and customers in supply chain management or a logistics operation			
		1.3	Discuss the relevant organisational policies and procedures, that relate to ethical and legislative restrictions on the collection, storing and sharing of information when building own organisation's understanding of its market and customers in supply chain management or a logistics operation			
		1.4	Discuss the advantages and disadvantages of different sources of information in relation to own customers and market in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.5	Explain how to obtain information on competitors or similar organisations in supply chain management or logistics operation			
		1.6	Explain the suitability of those information sources used in supply chain management or a logistics operation			
		1.7	Discuss the costs and benefits of using own organisations customer feedback methods in supply chain management or logistics operation			
		1.8	Explain how current software products can help to collect and analyse information in supply chain management or logistics operation			
		1.9	Explain the importance of checking users' understanding of the process for collecting information and of the users' role in the collection			
		1.10	Discuss the principles of competitive advantage in supply chain management or a logistics operation			
		1.11	Discuss the principles of market segmentation in supply chain management or a logistics operation			
2	Build own organisation's understanding of its market and customers in supply chain management or a logistics operation	2.1	Follow the relevant organisational policies and procedures, that relate to sourcing professional market-research expertise when building own organisation's understanding of its market and customers in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.2	Follow the relevant organisational policies and procedures, that relate to methods for gaining customer feedback when building own organisation's understanding of its market and customers in supply chain management or a logistics operation			
		2.3	Follow the relevant organisational policies and procedures, that relate to ethical and legislative restrictions on the collection, storing and sharing of information when building own organisation's understanding of its market and customers in supply chain management or a logistics operation			
		2.4	Assess own customers' current and future needs , expectations and predicted future demand levels in supply chain management or logistics operation			
		2.5	Assess the market for organisations products and or services in supply chain management or logistics operation			
		2.6	Evaluate current and future developments in own sector including competitors' activities			
		2.7	Assess opportunities to expand into new markets			
		2.8	Identify innovations that meet customers' needs in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.9	Assess threats and weaknesses in own organisation's products and services in supply chain management or a logistics operation			
		2.10	Analyse the data when building own organisation's understanding of its market and customers in supply chain management or a logistics operation			
		2.11	Record the information for business purposes in supply chain management or a logistics operation			
		2.12	Communicate the competitive position in the market of own organisation to colleagues			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 42: Provide leadership for your team in logistics operations

Unit reference number: T/601/7603

Level: 3

Credit value: 4

Guided learning hours: 20

Unit summary

This unit is about providing leadership for your team. It deals with planning team objectives, motivating team members, communication and steering the team through difficulties.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 42 – 'Provide leadership for your team in logistics operations'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to provide leadership for own team in logistics operations	1.1	<p>Explain the relevant organisational policies and procedures, in relation to providing leadership for own team, that relate to:</p> <ul style="list-style-type: none"> • roles, responsibilities, information and management systems • setting objectives • equality and diversity, and inclusion • monitoring work activities 			
		1.2	Explain different leadership styles			
		1.3	Explain the principles of effective communication			
		1.4	Explain methods for motivating, supporting and encouraging team members to achieve team objectives			
		1.5	Explain the importance of creating an environment of trust and mutual respect			
		1.6	Explain the importance of understanding difficult situations, conflicts and disagreements and techniques for resolving these			
		1.7	Explain the benefits of encouraging creativity and innovation within a team			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Be able to provide leadership in own team in logistics operations	2.1	Follow all organisational policies and procedures, in relation to providing leadership in own team in logistics operations, that relate to: <ul style="list-style-type: none"> • roles, responsibilities, information and management systems • setting objectives • equality and diversity, and inclusion • monitoring work activities 			
		2.2	Communicate effectively			
		2.3	Communicate the purpose and objectives of the team to all members			
		2.4	Plan the achievement of the objectives with team members			
		2.5	Set individual work objectives to each member of the team			
		2.6	Encourage team members to achieve team objectives			
		2.7	Provide support to team members			
		2.8	Motivate team members			
		2.9	Encourage creativity and innovation to achieve team objectives			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.10	Encourage team members to take the lead when they have the knowledge and expertise to do so			
		2.11	Ensure that any conflict is dealt with promptly			
		2.12	Monitor the activities and progress of the team			
		2.13	Record work according to organisational procedures			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 43: Provide leadership in own area of responsibility in supply chain management or a logistics operation

Unit reference number: A/503/7681

Level: 4

Credit value: 4

Guided learning hours: 20

Unit summary

This unit is about providing direction to people in a clearly and formally defined area or part of an organisation. It deals with motivating and supporting them to achieve the vision and objectives for the area. The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit Sfl 135 – 'Provide leadership in your area of responsibility' (MSC B6).

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to provide leadership in own area of responsibility in supply chain management or a logistics operation	1.1	Explain the relevant organisational policies and procedures that relate to equality, diversity and inclusion when providing leadership in own area of responsibility in supply chain management or a logistics operation			
		1.2	Explain the relevant organisational policies and procedures that relate to conflict resolution when providing leadership in own area of responsibility in supply chain management or logistics operation			
		1.3	Explain the relevant organisational policies and procedures that relate to creating a vision when providing leadership in own area of responsibility in supply chain management or logistics operation			
		1.4	Explain the main differences between management and leadership			
		1.5	Explain how to apply different leadership styles to different situations and people			
		1.6	Explain the principles of effective communication when providing leadership in own area of responsibility in supply chain management or logistics operation			
		1.7	Explain the importance of creating an environment that encourages creativity and innovation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.8	Explain how to empower those in own area of responsibility			
		1.9	Explain how to make best use of feedback on own performance			
		1.10	Explain methods for motivating, supporting and recognizing achievement of team members			
2	Provide leadership in own area of responsibility in supply chain management or a logistics operation	2.1	Follow all organisational policies and procedures that relate to equality, diversity and inclusion when providing leadership in own area of responsibility			
		2.2	Follow all organisational policies and procedures that relate to conflict resolution when providing leadership in own area of responsibility			
		2.3	Follow all organisational policies and procedures that relate to creating a vision when providing leadership in own area of responsibility			
		2.4	Create a vision for own area of responsibility			
		2.5	Develop supportive objectives and operational plans for the vision			
		2.6	Communicate effectively the vision, objectives and operational plans			
		2.7	Encourage creativity and innovation in own area of responsibility			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.8	Apply a range of leadership styles in different situations			
		2.9	Provide support to colleagues within agreed boundaries			
		2.10	Motivate colleagues in own area of responsibility			
		2.11	Empower colleagues in own area of responsibility to develop own ways of working within agreed boundaries			
		2.12	Encourage colleagues in own area of responsibility to take the lead when they have the knowledge and expertise to do so			
		2.13	Ensure any conflict is dealt with promptly and appropriately			
		2.14	Obtain regular feedback on own performance			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 44: Recruit, select and keep colleagues in logistics operations

Unit reference number: F/601/7183

Level: 3

Credit value: 4

Guided learning hours: 16

Unit summary

This unit is about recruiting, selecting and keeping colleagues in logistics operations. It deals with determining staff turnover, recruiting and selecting procedures, the importance of exit interviews and reviewing the effectiveness of internal procedures for recruiting, selecting and keeping colleagues.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 55 – 'Recruit, select and keep colleagues'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to recruit, select and keep colleagues in logistics operations	1.1	<p>Explain the relevant organisational policies and procedures, in relation to recruiting, selecting and keeping colleagues in logistics operations, that relate to:</p> <ul style="list-style-type: none"> • health, safety and security • legal requirements • equality and diversity, and inclusion • accessing specialist expertise 			
		1.2	<p>Explain the following in relation to staff turnover:</p> <ul style="list-style-type: none"> • the importance of undertaking exit interviews sensitively • types of reasons colleagues may give for leaving • how to measure staff turnover • causes and effects of high and low staff turnover • measures that can be taken to address staff turnover issues 			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.3	<p>Explain how to undertake a skills analysis exercise to:</p> <ul style="list-style-type: none"> • review the workload to identify shortfalls in the number of colleagues and/or skills, knowledge, understanding and experience • identify actual skill and avoid stereotyping • different options for identified shortfalls their advantages and disadvantages 			
		1.4	<p>Explain the purpose of job descriptions and person specifications, and:</p> <ul style="list-style-type: none"> • what they should contain • the importance of consulting with others when producing or updating them 			
		1.5	<p>Explain the different stages in the recruiting and selecting process, and:</p> <ul style="list-style-type: none"> • the importance of consulting others on the stages • methods used their advantages and disadvantages • associated timings • the role of others during each stage 			
		1.6	<p>Explain the importance of giving fair, clear and accurate information on vacancies to potential applicants</p>			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.7	Explain how to judge whether applicants meet the stated requirements			
		1.8	Explain how to take account of equality, diversity and inclusion issues, including legislation and any relevant codes of practice and how cultural differences in language, body language, tone of voice and dress can differ from expectations			
		1.9	Explain how to review the effectiveness of recruitment and selection in logistics operations			
		1.10	Identify problems that can occur when recruiting, selecting and keeping colleagues in logistics operations			
		1.11	Explain the appropriate action take, to in order to deal with identified problems			
2	Be able to recruit, select and keep colleagues in logistics operations	2.1	Follow all organisational policies and procedures, in relation to ensuring recruiting, selecting and keeping colleagues in logistics operations, that relate to: <ul style="list-style-type: none"> • health, safety and security • legal requirements • equality and diversity, and inclusion • accessing specialist expertise 			
		2.2	Communicate effectively with others			

Learning outcomes		Assessment criteria	Evidence type	Portfolio reference	Date	
		2.3	Undertake exit interviews with colleagues who are leaving			
		2.4	Review the work undertaken to identify any shortfall in the number of colleagues and/or the pool of skills, knowledge, understanding and experience			
		2.5	Review options for dealing with shortfalls in staffing			
		2.6	Consult with others to produce or update job descriptions and person specifications			
		2.7	Demonstrate how to identify a vacancy			
		2.8	Consult with others to agree the stages in the recruitment and selection process including: <ul style="list-style-type: none"> • methods to be used • associated timings • and those to be involved 			
		2.9	Ensure that: <ul style="list-style-type: none"> • all information on vacancies is fair, clear and accurate before it goes to potential applicants • the skills required by the applicant to succeed in the recruitment process are no more than are required to perform the job 			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.10	Participate in the recruitment and selection process to ensure that: <ul style="list-style-type: none"> the process is fair, consistent and effective applicants offered positions are likely to work effectively with colleagues 			
		2.11	Review the recruitment and selection process to identify improvements			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 45: Build and manage teams in logistics operations

Unit reference number: J/601/7184

Level: 3

Credit value: 4

Guided learning hours: 18

Unit summary

This unit is about building and managing teams in logistics operations. It deals with developing good communication skills, selecting team members according to the purpose of the team and the team's goals and reviewing how the team performs against its purpose and goals.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 56 – 'Build and manage teams'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how build and manage teams in logistics operations	1.1	<p>Explain the relevant organisational policies and procedures, in relation to building and managing teams in logistics operations, that relate to:</p> <ul style="list-style-type: none"> • health, safety and security • legal requirements • equality and diversity, and inclusion • operating requirements 			
		1.2	<p>Explain the:</p> <ul style="list-style-type: none"> • principles of effective communication and how to apply them • maximize communication methods when managing remote teams • the stages of team development 			
		1.3	<p>When building a team explain the importance of:</p> <ul style="list-style-type: none"> • identifying a clear team purpose • identifying diversity of expertise, knowledge, skills and attitudes to achieve the team purpose • selecting team members with the required expertise, knowledge and skills • developing complementary roles 			

Learning outcomes		Assessment criteria	Evidence type	Portfolio reference	Date
		<ul style="list-style-type: none"> agreeing with team members the behaviours that can help achieve the team purpose and those that may hinder ensuring team members understand their unique contribution to achieving the team purpose ensuring team members understand how each role complements and supports other roles building mutual trust and respect open communication 			
		1.4 Explain how to provide constructive feedback to team members in order to enhance the performance of the team as a whole			
		1.5 Identify problems that can occur when building and managing teams			
		1.6 Explain the appropriate action to take, in order to deal with identified problems			
2	Be able to build and manage teams	2.1 Follow all organisational policies and procedures, in relation to planning the route and timings for the collection and delivery of loads, that relate to <ul style="list-style-type: none"> health, safety and security legal requirements equality and diversity, and inclusion 			
		2.2 Communicate with others effectively			

Learning outcomes		Assessment criteria	Evidence type	Portfolio reference	Date
		2.3 Identify the diversity and expertise, knowledge, skills and attitudes required to achieve the team's objectives			
		2.4 Select team members that have the expertise, knowledge, skills and attitudes to achieve the team purpose			
		2.5 Build the team by: <ul style="list-style-type: none"> • agreeing with team members behaviours that can help the team achieve • agreeing roles and responsibilities with team members to ensure each complements and supports other roles • providing opportunities to build mutual trust and respect 			
		2.6 Encourage the team to seize opportunities presented by changes to the team composition			
		2.7 Provide opportunities for open communication and feedback to improve performance of team			
		2.8 Review the performance of the team in relation to its purpose			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Unit 46: Help team members address problems affecting their performance in logistics operations

Unit reference number: R/601/7186

Level: 4

Credit value: 3

Guided learning hours: 10

Unit summary

This unit is about helping team members to address problems affecting their performance. It deals with providing opportunities for team members to improve their performance, methods to improve performance and reviewing actions taken.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 57 – 'Help team members address problems affecting their performance'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to help team members address problems affecting their performance	1.1	<p>Explain the relevant organisational policies and procedures, in relation to helping team members address problems their performance, that relate to:</p> <ul style="list-style-type: none"> • health, safety and security • legal requirements • equality and diversity, and inclusion 			
		1.2	Explain how to encourage team members to approach appropriate people with problems that may affect their performance			
		1.3	<p>Explain the:</p> <ul style="list-style-type: none"> • importance of identifying performance issues with the team member(s) concerned • importance of discussing problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem • how to gather and check the information to identify the problem and its cause accurately • range of alternative courses of action that can be taken • importance of agreeing with the team member in a timely and effective manner a way of dealing with the problem 			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
			<ul style="list-style-type: none"> when to refer the team member to support services or specialists the importance of confidentiality recording actions 			
2	Be able to help team members address problems affecting their performance in logistics operations	2.1	Follow all organisational policies and procedures, in relation to helping team members address problems affecting their performance, that relate to: <ul style="list-style-type: none"> health, safety and security legal requirements equality and diversity, and inclusion 			
		2.2	Communicate with others effectively			
		2.3	Provide opportunities for team members to discuss problems that may affect their performance			
		2.4	Identify performance issues and discuss these with the team member(s) concerned at a time and place appropriate to the type, seriousness and complexity of the problem			
		2.5	Check that all information gathered accurately identifies the problem and its cause			
		2.6	Discuss a range of alternative courses of action with the team member(s)			
		2.7	Agree with the team member(s) in a timely manner effective action that will deal with the problem			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.8	Demonstrate how to refer the team member(s) to support services or specialists			
		2.9	Keep a confidential record of all discussion with team member(s)			
		2.10	Review actions to ensure they meet the organisation's policies for managing people			

Learner name: _____

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(if sampled)

Unit 47: Manage your own professional development in logistics operations

Unit reference number: M/601/7177

Level: 3

Credit value: 2

Guided learning hours: 11

Unit summary

This unit is about managing own professional development. It deals with understanding own learning style, values, personal and work goals, obtaining feedback, improving own performance through the development of a personal development plan.

NB: The Sector Skills Council, Skills for Logistics has imported this unit from the unit bank. Where units have 'logistics operation(s)' in the title, the SSC has advised that the unit can be read as interchangeable with supply chain operations/management for the purpose of this qualification. The unit is, therefore appropriate for those working in supply chain operations/management, outside the logistics sector.

Assessment Requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 50 – 'Manage your own resources and professional development'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Know how to manage own professional development in logistics operations	1.1	Explain the relevant organisational policies and procedures, in relation to managing own resources and professional development, that relate to: <ul style="list-style-type: none"> • health, safety and security • legal requirements • operating requirements 			
		1.2	Explain how to develop own professional development plan			
		1.3	Explain own learning style			
		1.4	Explain the current and future requirements of own work role			
		1.5	Explain own values, career and personal goals in relation to work role			
		1.6	Explain sources of feedback used to evaluate performance			
		1.7	Explain how to update work objectives and development plans in the light of performance, feedback received, any development activities undertaken and any wider changes			
		1.8	Explain how to monitor the quality of own work and progress against development plans			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Be able to manage own professional development in logistics operations	2.1	Follow organisational policies and procedures, in relation to managing own professional development, that relate to: <ul style="list-style-type: none"> • health, safety and security • legal requirements • operating requirements 			
		2.2	Agree personal work objectives with appropriate people			
		2.3	Agree how progress will be measured with appropriate people			
		2.4	Produce own development plan to take account of the following: <ul style="list-style-type: none"> • personal learning styles • gaps between current and future requirements of work role and current knowledge, understanding and skills 			
		2.5	Review activities undertaken in development plan in relation to performance			
		2.6	Review feedback received and update own development plan in light of feedback and performance			

Learner name: _____

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(if sampled)

Unit 48: Establish strategic relationships within the supply chain

Unit reference number: D/503/7690

Level: 5

Credit value: 6

Guided learning hours: 27

Unit summary

This unit is about establishing and maintaining strategic relationships. It covers reviewing current strategic relationships and identifying opportunities for establishing new relationships. It includes exploring the benefits and risks of new relationships and assessing their impact.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics assessment guidance for qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics Supply Chain Management NOS Unit SfL 77 – 'Establish strategic relationships within the supply chain'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand strategic relationships within the supply chain	1.1	Discuss communications methods and procedures that relate to establishing strategic relationships within the supply chain			
		1.2	Discuss cost and benefit analysis methods and procedures that relate to establishing strategic relationships in the supply chain			
		1.3	Discuss evaluation methods and procedures that relate to establishing strategic relationships in the supply chain			
		1.4	Discuss industry-specific networks and sources of information			
		1.5	Discuss own organisational objectives and activities that relate to establishing strategic relationships in the supply chain			
		1.6	Discuss own organisational strategic aims and objectives			
		1.7	Discuss risk analysis methods and procedures			
		1.8	Identify problems that can occur when establishing strategic relationships in the supply chain			
		1.9	Analyse appropriate action to deal with identified problems			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Establish strategic relationships within the supply chain	2.1	Review the effectiveness of current strategic relationships within the supply chain			
		2.2	Review opportunities for establishing new strategic relationships			
		2.3	Analyse the benefits and risks of establishing new strategic relationships			
		2.4	Critically evaluate the impact of new relationships on existing strategic relationships			
		2.5	Establish strategic relationships that improve the performance of the supply chain			

Learner name: _____

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(if sampled)

Unit 49: Provide leadership in supply chain management or a logistics operation

Unit reference number: T/503/7680

Level: 5

Credit value: 4

Guided learning hours: 20

Unit summary

This unit is about providing leadership in supply chain management or a logistics operation. It covers steering the organisation through difficulties, developing innovation and motivating staff.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on Qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics Assessment Guidance for Qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped directly to Skills for Logistics NOS Unit SfL 136 'Provide leadership for your organisation (MSC B7)'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to provide leadership in supply chain management or a logistics operation	1.1	Discuss the differences between leadership and management that relate to providing leadership in supply chain management or a logistics operation			
		1.2	Discuss the vision, purpose and values of the organisation in relation to providing leadership in supply chain management or a logistics operation			
		1.3	Discuss methods of communication in relation to providing leadership in supply chain management or a logistics operation			
		1.4	Discuss leadership styles			
		1.5	Discuss motivation in relation to providing leadership in supply chain management or a logistics operation			
		1.6	Discuss how to create a culture of creativity and innovation in relation to providing leadership in supply chain management or a logistics operation			
		1.7	Discuss equality, diversity and inclusion in relation to providing leadership			
		1.8	Discuss conflict resolution in relation to providing leadership			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.9	Identify problems that can occur when providing leadership in supply chain management or a logistics operations			
		1.10	Analyse appropriate action to deal with identified problems			
2	Provide leadership in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values			
		2.2	Assess the organisational plans of own organisation			
		2.3	Apply leadership styles appropriate to different people and situations in own organisation			
		2.4	Communicate effectively			
		2.5	Motivate colleagues within own organisation			
		2.6	Enable colleagues to develop own methods of working within agreed boundaries			
		2.7	Provide and receive feedback			
		2.8	Monitor activities and progress across the organisation			
		2.9	Evaluate activities and progress across the organisation to include: <ul style="list-style-type: none"> • good practice • areas for improvement 			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.10	Record activities and progress across the organisation			

Learner name: _____

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(if sampled)

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to develop productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation	1.1	Discuss the benefits of developing productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation			
		1.2	Discuss the key principles that underpin the concept of 'stakeholder' that relate to developing productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation			
		1.3	Discuss the principles of effective communication that relate to developing productive working relationships with colleagues and stakeholders in supply chain management or a logistics operations			
		1.4	Discuss consultation and negotiation policies and procedures that relate to developing productive relationships with colleagues and stakeholders in supply chain management or a logistics operation			
		1.5	Discuss organisational cultures that relate to developing productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.6	Discuss equality, diversity and inclusion that relate to developing productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation			
		1.7	Discuss the current political, economic, social, technological, legal and environmental (PESTLE) context that relate to developing productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation			
		1.8	Discuss critical decision making that relates to developing productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation			
		1.9	Discuss problem- solving techniques that relate to developing productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation			
		1.10	Discuss conflict resolution that relates to developing productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.11	Identify problems that can occur when developing productive relationships with colleagues and stakeholders in supply chain management or a logistics operation			
		1.12	Analyse appropriate action to deal with identified problems			
2	Develop productive working relationships with stakeholders and colleagues in the supply chain or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values in relation to ensuring an effective organisational approach to developing productive working relationships with colleagues and stakeholders in the supply chain or a logistics operation			
		2.2	Assess current relationships with stakeholders including: <ul style="list-style-type: none"> background information stakeholders' interest in own organisation 			
		2.3	Develop a plan to ensure productive relationships with stakeholders			
		2.4	Establish productive relationships with stakeholders			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.5	Communicate effectively with stakeholders and colleagues			
		2.6	Consult with stakeholders and colleagues on key decisions and activities			
		2.7	Assess views from stakeholders and colleagues			
		2.8	Develop agreements in conjunction with stakeholders and colleagues			
		2.9	Fulfil agreements made with stakeholders and colleagues			
		2.10	Ensure that all colleagues are aware of own roles responsibilities in relation to developing working relationships with stakeholders and colleagues			
		2.11	Provide and receive feedback in relation to developing working relationships with stakeholders and colleagues			
		2.12	Monitor the effectiveness of working relationships with stakeholders and colleagues			
		2.13	Evaluate the effectiveness of working relationships with stakeholders and colleagues			
		2.14	Report on the effectiveness of the working relationships			

Learner name: _____

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Date: _____

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(if sampled)

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand the development of a strategic business plan in supply chain management or a logistics operation	1.1	Discuss the importance of long- and medium-term planning for the successful development of a strategic business plan in supply chain management or a logistics operation			
		1.2	Discuss the principles of strategic management and business planning			
		1.3	Discuss the importance of innovation and creativity in strategic management			
		1.4	Discuss the components of a strategic business plan in supply chain management or a logistics operation			
		1.5	Discuss the development of strategic objectives when developing a strategic business plan and the development of strategic objectives			
		1.6	Discuss how to identify potential risks that relate to the achievement of objectives when developing a strategic business plan in supply chain management or a logistics operation			
		1.7	Discuss how to delegate responsibility to support the strategic business plan			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.8	Discuss how to effectively consult with colleagues and stakeholders when developing a strategic business plan in supply chain management or a logistics operation			
		1.9	Discuss how to develop measures and methods of monitoring and evaluating performance against the strategic business plan			
		1.10	Discuss the legal, regulatory and ethical requirements when developing a strategic business plan in supply chain management or a logistics operation			
		1.11	Discuss the needs of stakeholders in when developing a strategic business plan			
		1.12	Discuss own organisation's customer base			
		1.13	Identify problems that can occur when developing the strategic business plan			
		1.14	Analyse appropriate action to deal with identified problems			
2	Develop a strategic business plan in supply chain management or a logistics operation	2.1	Establish a clear vision for own organisation			
		2.2	Establish strategic objectives for own organisation			
		2.3	Develop a strategic business plan			
		2.4	Provide a risk assessment for the strategic plan in supply chain management or logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.5	Develop policies and values that guide the work of others to achieve the vision			
		2.6	Analyse the market developments in own sector			
		2.7	Analyse the market in which the organisation operates			
		2.8	Analyse the organisation's actual and potential customer base			
		2.9	Analyse the needs and expectations of actual and potential customer base			
		2.10	Analyse new and available market opportunities			
		2.11	Analyse the organisation's ability to respond to market opportunities			
		2.12	Analyse colleagues and stakeholders expectations			
		2.13	Evaluate own organisation's processes for consultation			
		2.14	Delegate responsibility for achieving the strategic objectives in the strategic plan			
		2.15	Allocate resources effectively to enable the achievement of the strategic objectives in the strategic plan			
		2.16	Implement measures and methods for monitoring the achievement of the strategic objectives in the strategic plan			

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(if sampled)

Unit 52: Implement a strategic business plan in supply chain management or a logistics operation

Unit reference number: H/503/7691

Level: 5

Credit value: 5

Guided learning hours: 28

Unit summary

This unit is about implementing a strategic business plan in logistics operations. It deals with the principles and methods of strategic management and business planning, managing risk and the allocation of resources to enable the implementation of the plan.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on Qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics Assessment Guidance for Qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from Skills for Logistics NOS Unit SfL 76 'Develop a supply chain strategy for the organisation'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to implement a strategic business plan in supply chain management or a logistics operation	1.1	Discuss the principles and methods of strategic management that relate to implementing a strategic business plan in supply chain management or a logistics operation			
		1.2	Discuss the methods used to monitor and review the implementation of a strategic business plan in supply chain management or a logistics operation			
		1.3	Discuss how to manage risk when implementing a strategic business plan in supply chain management or a logistics operation			
		1.4	Discuss the allocation of resources when implementing a strategic business plan in supply chain management or a logistics operation			
		1.5	Discuss future planning			
		1.6	Discuss methods to communicate the strategic business plan			
		1.7	Discuss methods to adjust the plan			
		1.8	Identify problems that can occur when implementing a strategic business plan in supply chain management or logistics operation			
		1.9	Analyse appropriate action to deal with identified problems			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Implement the strategic business plan in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues when implementing the plan			
		2.2	Assess methods and measures used to monitor the implementation of the plan			
		2.3	Analyse variations from agreed standards			
		2.4	Adjust the plan in line with the organisations vision and objectives			
		2.5	Communicate effectively			
		2.6	Evaluate the plan to include: <ul style="list-style-type: none"> • good practice • areas for improvement • future planning • managing risk 			
		2.7	Record the implementation of the plan			

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(if sampled)

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to develop and implement plans in supply chain management or a logistics operation	1.1	Discuss the principles of short- and medium-term operational planning that relate to developing and implementing operational plans in supply chain management or a logistics operation			
		1.2	Discuss Specific, Measurable, Achievable, Realistic and Time-bound (SMART) objectives that relate to developing and implementing operational plans in supply chain management or a logistics operation			
		1.3	Discuss risk management in relation to developing and implementing operational plans			
		1.4	Discuss contingency planning in relation to developing and implementing operational plans			
		1.5	Discuss delegation in relation to developing and implementing operational plans			
		1.6	Discuss, in relation to developing and implementing operational plans, the use of resources to achieve objectives			
		1.7	Identify problems that can occur when developing and implementing operational plans			
		1.8	Analyse action to deal with identified problems			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
2	Develop and implement operational plans in supply chain management and/or logistics operations	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values in relation to developing and implementing plans in supply chain management and/or logistics operations			
		2.2	Communicate effectively with stakeholders and colleagues			
		2.3	Obtain information to develop operational plans			
		2.4	Assess information to develop operational plans			
		2.5	Use the information to support the development of operational plans			
		2.6	Implement the plan ensuring that it is consistent with objectives in area of responsibility			
		2.7	Assign objectives to others			
		2.8	Allocate resources effectively			
		2.9	Monitor the operational plans			
		2.10	Evaluate the implementation of the plan			
		2.11	Make recommendations on the implementation of the plan in order to inform future decision making			
		2.12	Report results to appropriate people in order to inform future decision making			

Learner name: _____

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(if sampled)

Unit 54: **Manage a programme in supply chain management or a logistics operation**

Unit reference number: A/503/7695

Level: 5

Credit value: 6

Guided learning hours: 28

Unit summary

This unit is about managing a programme in logistics operations. It deals with the difference between project and programme management, risk management, applying contingencies and the translation of strategic targets into effective actions.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on Qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics Assessment Guidance for Qualifications in the QCF must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from Skills for Logistics NOS Units SfL 79 'Commission projects' SfL 90 'Plan projects to develop the supply chain', SfL 91 'Manage projects to develop the supply chain.'

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to manage a programme in supply chain management or a logistics operation	1.1	Discuss the principles of programme management in supply chain management or a logistics operation			
		1.2	Discuss the principles of total quality management in supply chain management or a logistics operation			
		1.3	Discuss the difference between programme and project management in supply chain management or a logistics operation			
		1.4	Discuss risk management in relation to managing a programme in supply chain management or a logistics operation			
		1.5	Discuss contingency planning when managing a programme in supply chain management or a logistics operation			
		1.6	Discuss delegation when managing a programme in supply chain management or a logistics operation			
		1.7	Discuss motivation when managing a programme in supply chain management or a logistics operation			
		1.8	Discuss the use of resources to achieve objectives			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.9	Identify problems that can occur when managing a programme in supply chain management or a logistics operation			
		1.10	Analyse appropriate action to deal with identified problems			
2	Manage a programme in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values in relation to managing a programme in logistics operations			
		2.2	Communicate effectively with stakeholders and colleagues			
		2.3	Obtain information to develop operational programme plans			
		2.4	Assess information to develop operational programme plans			
		2.5	Use the information to develop operational programme plans			
		2.6	Implement the plan ensuring that stakeholders and colleagues understand the critical aspects of the operational plan and the processes for implementing contingencies			
		2.7	Assign objectives to others			
		2.8	Allocate resources effectively			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.9	Monitor the operational plans to ensure operational programme plans are delivered to: <ul style="list-style-type: none"> • time • within budget • quality standards 			
		2.10	Evaluate the implementation of the operational programme plan			
		2.11	Make recommendations			
		2.12	Report results in order to inform future decision making			

Learner name: _____

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(if sampled)

Unit 55: Manage finance for supply chain management or a logistics operation

Unit reference number: J/503/7683

Level: 6

Credit value: 6

Guided learning hours: 35

Unit summary

This unit is about managing finance in supply chain management or a logistics operation. It deals with agreeing financial responsibilities, evaluating available financial information and delegating responsibility for budgets.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on Qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics Assessment Guidance for Qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is mapped derived from Skills for Logistics NOS Unit Sfl 138 'Manage finance for own area of responsibility.' (MSC E2)

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to manage finance in supply chain management or a logistics operation	1.1	Discuss the purposes of budgetary systems in relation to managing finance in supply chain management or a logistics operation			
		1.2	Discuss legislation and regulation in relation to managing finance in supply chain management or a logistics operation			
		1.3	Discuss the key factors that relate to managing finance in supply chain management or a logistics operation			
		1.4	Discuss variances in relation to managing finance in supply chain management or a logistics operation			
		1.5	Discuss cost/benefit analysis in relation to managing finance in supply chain management or a logistics operation			
		1.6	Discuss critical decision making in relation to managing finance in supply chain management or a logistics operation			
		1.7	Discuss problem solving in relation to managing finance in supply chain management or logistics operation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.8	Identify problems that can occur when managing finance in supply chain management or a logistics operation			
		1.9	Analyse appropriate action to deal with identified problems			
2	Manage finance in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values in relation to managing finance in supply chain management or a logistics operation			
		2.2	Assess the systems in place to manage finance in supply chain management or a logistics operation			
		2.3	Develop a strategy to manage finance in supply chain management or a logistics operation			
		2.4	Develop the systems and policies to manage finance in supply chain management or a logistics operation			
		2.5	Identify priorities, potential problems when managing finance in supply chain management or logistics operation			
		2.6	Assess risks when managing finance in supply chain management or a logistics operation			
		2.7	Draw up the primary budget			
		2.8	Submit the primary budget for approval			
		2.9	Agree the final budget with appropriate people			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.10	Prepare contingency plans for managing financial risks			
		2.11	Develop criteria and systems to monitor performance against delegated budgets			
		2.12	Delegate budgetary responsibilities			
		2.13	Ensure that colleagues involved with the budget are aware of own roles responsibilities			
		2.14	Communicate to colleagues effectively when managing finance in supply chain management or a logistics operation			
		2.15	Enable colleagues to identify ways of reducing expenditure and increasing income			
		2.16	Provide and receive feedback to and from colleagues in relation to managing finance in supply chain management or a logistics operation			
		2.17	Monitor performance against delegated budgets			
		2.18	Monitor performance against delegated budgets			
		2.19	Evaluate performance against delegated budgets			
		2.20	Record the performance against delegated budgets			

Learner name: _____

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(if sampled)

Unit 56: **Develop the culture of own organisation in supply chain management or a logistics operation**

Unit reference number: M/503/7693

Level: 6

Credit value: 6

Guided learning hours: 35

Unit summary

This unit is about developing a positive culture within the organisation. It deals with encouraging behaviour that is consistent with the vision and strategy of the organisation, putting in place policies and systems to support agreed values and challenging messages that conflict with agreed values.

Assessment requirements/evidence requirements

Portfolio — see Skills for Logistics Assessment Guidance on Qualifications, *Annexe C*.

Assessment methodology

This unit is assessed in the workplace, in conditions resembling the workplace and/or in a formal learning environment as appropriate. The Skills for Logistics Assessment Guidance for Qualifications must be followed; please see *Annexe C*.

The types of evidence that are presented for assessment and the submission date can be entered against each assessment criterion. Alternatively, centre documentation should be used to record this information.

Relationship to National Occupational Standards (NOS)

This unit is derived from MSC NOS Unit 'Develop the culture of own organisation'.

Learning outcomes and assessment criteria

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
1	Understand how to develop the culture of the organisation in supply chain management or a logistics operation	1.1	Discuss different cultures that relate to developing the culture of the organisation in supply chain management or a logistics operation			
		1.2	Discuss the vision, purpose and values of the organisation			
		1.3	Discuss methods of communication that relate to developing the culture of the organisation in supply chain management or a logistics operation			
		1.4	Discuss the internal and external factors that influence organisational culture			
		1.5	Discuss motivation that relates to developing the culture of own organisation			
		1.6	Discuss the relationship between organisational culture and strategy, and performance			
		1.7	Discuss the relationship between organisational culture and strategy, and performance			
		1.8	Discuss equality, diversity and inclusion in relation to developing the culture of own organisation			
		1.9	Discuss conflict resolution in relation to developing the culture of own organisation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		1.10	Discuss the principles and methods of managing cultural change in supply chain management or logistics operation			
		1.11	Identify problems that can occur when developing the culture of the organisation in supply chain management or a logistics operation			
		1.12	Analyse appropriate action to deal with identified problems			
2	Develop the culture of the organisation in supply chain management or a logistics operation	2.1	Gain the commitment of stakeholders and colleagues for the organisation's vision, purpose and values			
		2.2	Assess the organisational plans of own organisation			
		2.3	Evaluate the policies and systems of own organisation to identify: <ul style="list-style-type: none"> • barriers • avenues • challenges • good practice • areas for improvement 			
		2.4	Agree values and behaviours that are consistent with the vision and strategy of own organisation			

Learning outcomes		Assessment criteria		Evidence type	Portfolio reference	Date
		2.5	Develop a strategy to implement the agreed values and behaviours			
		2.6	Communicate effectively			
		2.7	Motivate colleagues within own organisation			
		2.8	Enable colleagues to develop the culture of own organisation within agreed boundaries			
		2.9	Provide and receive feedback			
		2.10	Monitor progress across own organisation			
		2.11	Evaluate progress across own organisation			
		2.12	Record the progress across own organisation			

Learner name: _____

Date: _____

Learner signature: _____

Date: _____

Assessor signature: _____

Date: _____

Internal verifier signature: _____

Date: _____

(if sampled)

Further information and useful publications

To get in touch with us visit our 'Contact us' pages:

- Edexcel, BTEC and Pearson Work Based Learning contact details: qualifications.pearson.com/en/support/contact-us.html
- books, software and online resources for UK schools and colleges: www.pearsonschoolsandfecolleges.co.uk

Key publications

- *Adjustments for candidates with disabilities and learning difficulties, Access and Arrangements and Reasonable Adjustments, General and Vocational qualifications* (Joint Council for Qualifications (JCQ))
- *Supplementary guidance for reasonable adjustments and special consideration in vocational internally assessed units* (Pearson)
- *General and Vocational qualifications, Suspected Malpractice in Examination and Assessments: Policies and Procedures* (JCQ)
- *Equality Policy* (Pearson)
- *Recognition of Prior Learning Policy and Process* (Pearson)
- *UK Information Manual* (Pearson)
- *Pearson Edexcel NVQs, SVQs and competence-based qualifications – Delivery Requirements and Quality Assurance Guidance* (Pearson)

All of these publications are available on our website:
qualifications.pearson.com

Further information and publications on the delivery and quality assurance of NVQ/Competence-based qualifications are available at our website on the Delivering BTEC pages. Our publications catalogue lists all the material available to support our qualifications. To access the catalogue and order publications, please go to the resources page of our website.

Professional development and training

Professional development and training

Pearson supports customers with training related to our qualifications. This support is available through a choice of training options offered on our website.

The support we offer focuses on a range of issues, such as:

- planning for the delivery of a new programme
- planning for assessment and grading
- developing effective assignments
- building your team and teamwork skills
- developing learner-centred learning and teaching approaches
- building in effective and efficient quality assurance systems.

The national programme of training we offer is on our website. You can request centre-based training through the website or you can contact one of our advisers in the Training from Pearson UK team via Customer Services to discuss your training needs.

Training and support for the lifetime of the qualifications

Training and networks: our training programme ranges from free introductory events through sector-specific opportunities to detailed training on all aspects of delivery, assignments and assessment. We also host some regional network events to allow you to share your experiences, ideas and best practice with colleagues in your region.

Regional support: our team of Regional Quality Managers, based around the country, are responsible for providing quality assurance support and guidance to anyone managing and delivering NVQs/Competence-based qualifications. The Regional Quality Managers can support you at all stages of the standard verification process as well as in finding resolutions of actions and recommendations as required.

To get in touch with our dedicated support teams please visit our website at: qualifications.pearson.com/en/support/contact-us.html

Online support: find the answers to your questions in *Knowledge Base*, a searchable database of FAQs and useful videos that we have put together with the help of our subject advisors to support you in your role. Whether you are a teacher, administrator, Assessment Associate (AA) or training provider, you will find answers to your questions. If you are unable to find the information you need please send us your query and our qualification or administrative experts will get back to you.

Contact us

We have a dedicated Account Support team, across the UK, to give you more personalised support and advice. To contact your Account Specialist:

Email: wblcustomerservices@pearson.com

Telephone: 0844 576 0045

If you are new to Pearson and would like to become an approved centre, please contact us by:

Email: wbl@pearson.com

Telephone: 0844 576 0045

Annexe A: Quality assurance

Quality assurance is at the heart of vocational qualifications. Centres will internally assess NVQs/Competence-based qualifications using internal quality assurance procedures to ensure standardisation of assessment across all learners. Pearson uses external quality assurance procedures to check that all centres are working to national standards. It gives us the opportunity to identify and provide support, if needed, to safeguard certification. It also allows us to recognise and support good practice.

For the qualifications in this specification, the Pearson quality assurance model is as described below.

Centres offering Pearson NVQs/Competence-based qualifications will usually receive two standards verification visits per year (a total of two days per year). The exact frequency and duration of standards verifier visits must reflect the centre's performance, taking account of the number:

- of assessment sites
- and throughput of learners
- and turnover of assessors
- and turnover of internal verifiers.

For centres offering a full Pearson BTEC Apprenticeship (i.e. all elements of the Apprenticeship are delivered with Pearson through registration of learners on a BTEC Apprenticeship framework) a single standards verifier will be allocated to verify all elements of the BTEC Apprenticeship programme. If a centre is also offering stand-alone NVQs/Competence-based qualifications in the same sector as a full BTEC Apprenticeship, the same standards verifier will be allocated.

In order for certification to be released, confirmation is required that the National Occupational Standards (NOS) for assessment, verification and for the specific occupational sector are being consistently met.

Centres are required to declare their commitment to ensuring quality and to providing appropriate opportunities for learners that lead to valid and accurate assessment outcomes.

For further details, please go to the *UK NVQ Quality Assurance Centre Handbook* and the *NVQs, SVQs and competence-based qualifications – Delivery Requirements and Quality Assurance Guidance* on our website, at www.pearsonwbl.edexcel.com/NVQ-competence-based.

Annexe B: Centre certification and registration

Registration

Details of the process for registration of learners for the qualifications in this specification are provided in the *UK Information Manual*, published annually.

Centres must register learners promptly on their chosen qualification and by the registration deadlines given in the *UK Information Manual*.

What are the access arrangements and special considerations for the qualifications in this specification?

Centres are required to recruit learners to Pearson qualifications with integrity.

Appropriate steps should be taken to assess each applicant's potential and a professional judgement should be made about their ability to successfully complete the programme of study and achieve the qualification. This assessment will need to take account of the support available to the learner within the centre during their programme of study and any specific support that might be necessary to allow the learner to access the assessment for the qualification. Centres should consult Pearson's policy on learners with particular requirements.

Pearson's policy on access arrangements and special considerations for Edexcel qualifications aims to enhance access to the qualifications for learners with disabilities and other difficulties (as defined by the Equality Act 2010) without compromising the assessment of skills, knowledge, understanding or competence. For details, please refer to *Access to qualifications for learners with disabilities or specific needs*, available on our website: qualifications.pearson.com.

Access to qualifications for learners with disabilities or specific needs

Equality and fairness are central to our work. Pearson's Equality Policy requires all learners to have equal opportunity to access our qualifications and assessments and that our qualifications are awarded in a way that is fair to every learner.

We are committed to making sure that:

- learners with a protected characteristic (as defined by the Equality Act 2010) are not, when they are undertaking one of our qualifications, disadvantaged in comparison to learners who do not share that characteristic
- all learners achieve the recognition they deserve from undertaking a qualification and that this achievement can be compared fairly to the achievement of their peers.

Learners taking a qualification can be assessed in British sign language or Irish sign language where it is permitted for the purpose of reasonable adjustments.

Further information regarding Access Arrangements can be found in the Joint Council for Qualifications (JCQ) document *Access Arrangements, Reasonable Adjustments and Special Consideration for General and Vocational qualifications*.

Further details on how to make adjustments for learners with protected characteristics are given in the *Supplementary Guidance for Reasonable Adjustment and Special Consideration in Vocational Internally Assessed Units*.

These documents are available on our website, at qualifications.pearson.com

Certification

Details of the process for reporting learners' success to Pearson and for claiming certification are given in the *UK Information Manual*, published annually.

Certificates are issued weekly according to the schedule of dates published in the *UK Information Manual*.

There is more information about certification in our UK Information Manual, available on our website at qualifications.pearson.com

Annexe C: Skills for Logistics Assessment Guidance for Qualifications

Skills for Logistics

Assessment Guidance for the Qualification Framework

March 2011

Assessment Guidance for the Qualification Framework

1. Introduction

This document is for those Awarding Organisations that intend to offer qualifications based on Skills for Logistics National Occupational Standards. It is a tool that can be used in conjunction with any unit whose purpose is to confirm occupational competence. Such units are designed and informed by the views of logistics employers to meet the needs of the UK economy. They are designed to prepare candidates for further learning or training, or update their existing knowledge and skills, or their continuing professional development. Skills for Logistics aim to develop and implement combined units of assessment, based on relevant National Occupational Standards (NOS), which are fit for purpose and maintain quality assured approaches to assessment and verification

This guidance for assessment should be used by Awarding Organisations to ensure that 'competence' units are assessed in accordance with the needs of employers and stakeholders in the sector. The intention of this guidance is to minimise bureaucracy whilst maintaining integrity and quality assurance of assessment and verification of achievement.

This document applies to all qualifications in the Qualification Framework from the 1st October 2010 and that fall within the Skills for Logistics sector. It replaces any other assessment strategies and guidance currently in use.

QCF qualifications are not currently used as a 'Licence to Practice' in the Logistics Sector, they are however recognised and supported by employers and stakeholders in the sector.

2. Definitions

Certain terms used in this document have particular meanings and that should be taken in context within the assessment guidance:

- to assess: to evaluate in a detailed and analytical way*
- to verify: to demonstrate that something is true, accurate or justified*
- competence: the proven/demonstrated and individual capacity to use know-how, skills, knowledge in order to meet usual and changing occupational requirements.*

*reference Oxford English Dictionary

Skills for Logistics consider the combination of skills and knowledge to be fundamental to the furthering of the skills agenda as outlined in the White Paper; '*Skills for Growth – the national skills strategy*' BIS November 2009.

Competence for a particular job role is likely to include the generic skills required for that occupation, specialised skills for a particular supply chain and employability skills such as team working, creative thinking, communication and customer care. The inclusion of such skills in a qualification creates a more holistic approach to developing the skills required for the needs of the UK economy.

3. External Quality Control

External quality control is achieved through rigorous monitoring and standardisation of assessment decisions. Awarding Organisations achieve this by operating within their existing systems for quality monitoring, risk assessment, and management of their approved centres following guidance issued by the Regulatory Authorities.

4. Additional Assessment Needs

Units that are used to assess competence need to be assessed and quality assured in accordance with the following additional requirements.

- 1 When units are used to assess competence, Awarding Organisations (AOs) are required to make sure their recognised assessment centres assess learners according to the NOS issued by the SSC for learning and development.
- 2 Learners should be enabled to complete, wherever possible, real work activities that provide both evidence of underpinning knowledge and evidence of competence to demonstrate they have met the learning outcomes and assessment criteria of the unit and that they are competent in relation to the NOS
- 3 When a Learner is unable to complete real work activities simulation is permitted. Circumstances in which simulation may take place are:
 - a learner is required to complete a work activity that does not occur on a regular basis and therefore opportunities to complete a particular work activity do not easily arise,
 - a learner is required to respond to a situation that rarely occurs, such as responding to an emergency situation,
 - the safety of the learner and/or resources would be put at risk.
- 4 When simulation is used, those who assess the learner should be confident that the simulation replicates the workplace to such an extent that learners will be able to fully transfer their occupational competence to the workplace and real situations.
- 5 Assessors must be occupationally competent in the occupational area they are assessing where they have sufficient and relevant technical/occupational competence in the unit, at or above the level of the unit being assessed.
- 6 Assessors and Internal Verifiers must hold or be working towards the appropriate regulatory body approved qualifications for assessment and internal verification, such as those developed by Lifelong Learning UK.
- 7 Assessors must be fully conversant with the units against which the assessments and verifications are to be undertaken.
- 8 Assessors must carry out assessment according to the relevant Learning and Development National Occupational Standards (*approved January 2010*).*

- 9 All assessment decisions made by those working towards a relevant assessor qualification must be verified by a qualified Teacher/Trainer, Assessor or an Assessor recognised by the Awarding Organisation as appropriate.
- 10 Trainee Assessors should have a plan, which is overseen by the relevant assessment centre, to achieve the relevant assessor qualification within an agreed timescale.

*these can be found on the National Occupational Standards Directory:
www.ukstandards.org.uk

5. Quality Assurance Requirements

This section summarises the quality assurance requirements that apply to units and qualifications used to demonstrate competence. Awarding Organisations should ensure that recognised assessment centres are familiar with these requirements.

- 1 Units that are used to assess competence must be verified:
 - internally by an Internal Verifier who is accountable to the assessment centre
 - externally by an External Verifier who is accountable to the Awarding Organisation.
- 2 Internal Verifiers must:
 - hold or be working towards a suitable Internal Verifier qualification such as one based on LLUK standards
 - have sufficient and relevant technical/occupational familiarity with the units that are verified
 - be fully conversant with the standards and assessment criteria in the units to be assessed
 - understand the Awarding Organisation's quality assurance systems and requirements for this qualification.
- 3 Trainee Internal Verifiers must have:
a plan that is overseen by the recognised assessment centre, to achieve an appropriate Internal Verifier qualification within an agreed timescale.
- 4 External Verifiers must:
hold or be working towards a suitable External Verifier qualification such as one based on LLUK standards
 - have sufficient and relevant technical/occupational familiarity with the units that are externally verified
 - be fully conversant with the standards and assessment criteria in the units to be assessed
 - understand the Awarding Organisation's quality assurance systems and requirements for this qualification.

- 5 Trainee External Verifiers should have:
a plan that is overseen by the recognised assessment centre, to achieve an appropriate External Verifier qualification within an agreed timescale.
- 6 Skills for Logistics recognise that employers in the sector provide in-house training, development and assessment processes that can meet the standards set for Assessors and Verifiers. Where an employer maps its in-house training, development and assessment processes against the Assessor and Verifier National Occupational Standards and shows that all are met; subject to agreement with the Awarding Organisation and Skills for Logistics, an employer is permitted to carry out Assessment and Verification using staff members who do not hold Assessor and Verifier qualifications. Such individuals must, however, meet all other requirements for Assessors and Verifiers.

6. External Monitoring/Risk Management

Awarding Organisations should decide the frequency of external monitoring activities, which should be based on the risks associated with a qualification of this type and an assessment of the centre's performance and past record.

Awarding Organisations should develop suitable auditing processes, where naturally occurring quality assurance already exists in the workplace assessment environments.

7. Equality and Diversity

Awarding Organisations and their assessment centre staff must ensure no learner is discriminated against, either directly or indirectly on the grounds of: race, colour, ethnicity, nationality, sex, marital status, gender reassignment, sexual orientation, disability, social status, belief or non-belief, language with the exception of the Welsh language and the legal requirements of the Welsh Language Act.

Annex A

Specific Criteria for the Assessment and Verification of Driving Goods Vehicles

Assessors

- In the case of qualifications titled ***Driving Goods Vehicles***, assessors must hold a Driving Licence ie, Cat A or Cat B or Cat C1 or Cat C or Cat C+E, with the entitlement needed to drive the vehicle on which the assessment is being undertaken.
- Assessors must satisfy the external verifier that they are occupationally competent in the employment context in which assessment is undertaken.
- When assessment takes place in the context of the movement or handling of dangerous goods the assessor must hold a current ADR certificate.

Internal Verifiers

- In the case of the qualification ***Driving Goods Vehicles*** at Level 2 and Level 3 internal verifiers must have a working knowledge of the DVLA Driving Licence regulations relating to the candidate and the vehicle on which the assessment is being undertaken.
- When assessment takes place in the context of the management, movement or handling of dangerous goods the internal verifier must have a working knowledge of ADR certification and the risks associated with the transport of dangerous goods.

External Verifiers

- When assessment takes place in the context of the handling of dangerous goods the external verifier must have a working knowledge of ADR certification and the risks associated with the transport of dangerous goods.

Annex B

Specific criteria for the Assessment and Verification of Warehousing and Storage

Assessors

In the case of qualifications titled **Warehousing and Storage**, where the candidate uses equipment that requires specific training, or a 'licence' (certificate), for example lift trucks, assessors must have undertaken the specific training, or hold the 'licence' for the type of equipment on which the assessment is to take place.

Expert witness

Where the assessor has not undertaken the specific training, or does not hold the 'licence' for the type of equipment on which the assessment is to take place, the testimony of an expert witness should be sought.

An expert witness **must** be someone who is both competent on the type of equipment and is working sufficiently closely with the candidate to be able to comment on their operating ability. Competence may be demonstrated by the achievement of a 'licence' or evidence of specific training.

The expert witness is not consulted as a professional assessor, but as someone who is expert in the use of the type of equipment being used.

Annex C

Specific Criteria for the Assessment, Verification and Certification of Mail Services/Package Distribution

In the case of qualifications titled **Mail Services or Package Distribution** it is recognised that there are situations where the workplace may not be appropriate, or waiting for naturally occurring evidence is impractical in relation to units based on the National Occupational Standard SFL140 '**Contribute to safety and security in mail services**'. Skills for Logistics therefore allow centres to set up or devise assessment situations for this unit, with the prior agreement of the external verifier that the simulation is valid before assessment is undertaken.

Annexe D: Knowledge amplification

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Introduction

This document provides additional guidance on the depth and breadth of specific areas of knowledge required for supply chain operations/management units.

The guidance has been set out using the Knowledge and Understanding statements from the related NOS units and listing the units these statements apply to.

Use the Unit/NOS Unit matrix to gain an overview of how the units map to the NOS units.

NB Only units which map to the SfL NOS units 76-134 will have associated Knowledge and Understanding statements.

Unit/NOS Unit Matrix

Qual Level	Unit No.	Unit Ref	Title	Unit Level	Section	NOS Ref	Knowledge statement(s)						
							K1	K6	K14	K17	K22	K24	K33
2	4	L/503/7667	Obtain information on storage locations and facilities	2	A	128	K1	K6	K14	K17	K22	K24	K33
2	5	R/503/7668	Obtain information on distribution requirements	2	A	129	K1	K6	K14	K17	K22	K24	K33
2	6	Y/503/7672	Obtain information on the supply chain	2	A	134	K1	K6	K14	K22	K24	K33	
3&5	7	H/503/7657	Analyse information on the supply chain	3	B	114	K1	K14	K22	K24	K33		
2	8	J/503/7666	Monitor the flow of supplies in the supply chain	2	A	127	K1	K14	K17	K21	K22	K33	
2 & 3	9	Y/503/7669	Monitor the distribution of supplies	3	B	130	K1	K6	K14	K17	K22	K24	K33
2	10	L/503/7670	Monitor the flow of returned supplies	2	A	131	K1	K6	K14	K17	K22	K24	K33
2	11	R/503/7671	Monitor the transportation of supplies	2	A	132	K1	K6	K14	K22	K24	K33	K34
2	12	A/503/7664	Place and monitor orders with suppliers	2	A	125	K14	K22	K26	K27	K32	K33	
2 & 3	17	T/503/7663	Select suppliers in the supply chain or a logistics operation	3	B	123	K1	K14	K22	K24	K26	K27	K33
2 & 3	18	M/503/7662	Procure supplies or services in the supply chain or a logistics operation	3	B	121	K1	K14	K22	K24	K26	K27	K33

Qual Level	Unit No.	Unit Ref	Title	Unit Level	Section	NOS Ref	Knowledge statement(s)						
2 & 3	19	H/503/7660	Control supplies at storage locations and facilities	3	B	117	K1	K6	K14	K17	K22	K24	K33
2	20	K/503/7661	Administer contracts	2	A	120	K3	K4	K16	K22	K27	K33	
3	24	M/503/7659	Apply improvements to the supply chain	3	B	115	K2	K22	K25	K29	K33		

Qual Level	Unit No.	Unit Ref	Title	Unit Level	Section	NOS Ref	Knowledge statement(s)												
3 & 5	32	F/503/7696	Plan change in supply chain management or a logistics operation	5	D	88/89	K2	K6	K14	K22	K25	K29	K33						
3	34	T/503/7677	Manage contracts in supply chain management or a logistics operation	4	C	90 & 91	K2	K11	K14	K22	K25	K28	K30	K33					
3 & 5	36	F/503/7679	Manage business processes in supply chain management or a logistics operation	4	C	87, 92-94	K2	K5	K11	K14	K16	K19	K22	K24	K26	K27	K29	K32	K33
3	37	K/503/7658	Manage a project in the supply chain or a logistics operation	3	B	116	K14	K22	K28	K33									
3 & 5	48	D/503/7690	Establish strategic relationships within the supply chain	5	D	77	K3	K6	K8	K13	K20	K22	K23	K24	K30	K31	K33		
5	50	K/503/7675	Develop productive working relationships with colleagues and stakeholders in supply chain management or a logistics operation	5	D	86	K1	K6	K7	K8	K13	K14	K18	K22	K33				

Qual Level	Unit No.	Unit Ref	Title	Unit Level	Section	NOS Ref	Knowledge statement(s)												
5	51	K/503/7689	Develop a strategic business plan in supply chain management or a logistics operation	6	D	76	K2	K3	K6	K11	K16	K23	K24	K26	K29	K30	K31	K33	
5	52	H/503/7691	Implement a strategic business plan in supply chain management or a logistics operation	5	D	76	K2	K3	K6	K11	K16	K23	K24	K26	K29	K30	K31	K33	
5	54	A/503/7695	Manage a programme in supply chain management or a logistics operation	5	D	79,90 & 91	K1	K2	K11	K14	K22	K23	K25	K28	K30	K33			

Section A – Knowledge amplification at Level 2

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K1: Analysis methods and procedures

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 127	Monitor the flow of supplies in the supply chain
SfL 128	Obtain information on storage locations and facilities
SfL 129	Obtain information on distribution requirements
SfL 131	Monitor the flow of returned supplies
SfL 132	Monitor the transportation of supplies
SfL 134	Obtain information on the supply chain

General knowledge and understanding

- Information sources
- Analysis methods for information and data
- Systems and procedures for analysing information and data
- Legislation and standards

Context specific knowledge and understanding

Information sources

- Internet websites
- Supplier catalogues and supplier databases
- Questionnaire/request for information to suppliers
- Published annual financial accounts

Analysis methods for information and data

- Cost benefit analysis
- Scoring and weighting systems
- Life cycle costing

Systems and procedures for analysing information and data

- Forecasting
- Budgets
- Audits
- Vendor rating

Legislation and standards

- International standards for quality management
- International standards for environmental management

K3: Communication methods and procedures

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 120	Administer contracts

General knowledge and understanding

- Methods of communication
- Information exchange
- E-commerce
- Supply chain relationships
- Law and legislation

Context specific knowledge and understanding

Methods of communication

- Written
- Spoken
- Electronic

Information exchange

- E-Procurement
- Just in Time systems
- EDI

E-commerce

- Online auction
- Electronic tendering
- Electronic contracts

Supply chain relationships

- Business to business
- Business to consumer
- Supplier relationships

Law and legislation

- Data Protection Act
- Electronic commerce regulations

K4: Contract administration methods and procedures

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 120	Administer contracts

General knowledge and understanding

- Contract progress monitoring
- Supplier performance monitoring
- Vendor rating
- Contract management
- Law and legislation
- Terms and conditions of contract

Context specific knowledge and understanding

Contract progress monitoring

- Monitoring costs and payment claims
- Contract plans and programmes
- Compliance with terms and conditions

Supplier performance monitoring

- Service level agreements
- Key performance indicators
- Progress review meetings
- Contractor performance reports

Vendor rating

- Vendor rating performance criteria
- Benchmarking
- Vendor rating systems

Contract management

- Contract changes and variations
- Contractual claims for additional costs
- Application of terms and conditions of contract
- Termination and contract closure

Law and legislation

- Sale of goods and services legislation
- Unfair contract terms legislation
- Electronic commerce legislation

Terms and conditions of contract

- Standard forms
- Basic terms: termination, payment, ownership, risk
- Dispute resolution

K6: Cost and benefit analysis methods and procedures

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 128	Obtain information on storage locations and facilities
SfL 129	Obtain information on distribution requirements
SfL 131	Monitor the flow of returned supplies
SfL 132	Monitor the transportation of supplies
SfL 134	Obtain information on the supply chain

General knowledge and understanding

- Financial control
- Budgets
- Cost and prices
- Systems and procedures for cost and benefit analysis

Context specific knowledge and understanding

Financial control

- Published annual financial accounts
- Balance sheet
- Profit and loss account
- Financial ratios

Budgets

- Types of budget
- Capital and revenue expenditure
- Key performance indicators

Costs and prices

- Pricing strategies
- The concept of cost building
- Types of cost and their elements

Systems and procedures for cost and benefit analysis

- Forecasting
- Life cycle costing
- Risk analysis
- Vendor rating
- Coding systems

K14: Information sources on supply chain processes

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 125	Place orders with suppliers
SfL 127	Monitor the flow of supplies in the supply chain
SfL 128	Obtain information on storage locations and facilities
SfL 129	Obtain information on distribution requirements
SfL 131	Monitor the flow of returned supplies
SfL 132	Monitor the transportation of supplies
SfL 134	Obtain information on the supply chain

General knowledge and understanding

- Business information sources
- Supplier information sources
- Databases
- Computerised systems

Context specific knowledge and understanding

Business information sources

- Internet websites
- Published financial accounts
- Professional institutes

Supplier information sources

- Internet websites
- Trade journals
- Supplier catalogues
- Questionnaire/request for information to suppliers

Databases

- Knowledge library databank
- Tender and contract advertising
- Supplier databases

Computerised systems

- ERP systems
- Automated procurement and accounts payable systems
- Automated stock handling and payment systems
- Automated warehouse management systems

K16: Legal and regulatory requirements

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 120	Administer contracts

General knowledge and understanding

- Legal principles
- Law and legislation
- Terms and conditions of contract

Context specific knowledge and understanding

Legal principles

- Statutes and case law
- Law of contract
- Privity of contract
- Electronic contracts

Law and legislation

- Sale of goods and services legislation
- Unfair contract terms legislation
- Electronic commerce legislation

Terms and conditions of contract

- Standard forms
- Basic terms: termination, payment, ownership, risk
- Dispute resolution

Methods of supplier evaluation

- Supplier registration
- Approved/Preferred supplier list
- Pre-qualification
- Qualification

Systems and procedures for supplier evaluation

- Evaluation criteria for supplier competence and capability
- Application of criteria/scoring and weighting systems
- Evaluation methods for supplier financial status, organisational capability and
- performance
- Supplier audits and supplier visits

Legislation and standards

- Health and safety law
- European public procurement law
- Environmental protection law
- International standards for quality management and environmental management

K17: Logistics theories, models, and practices

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 127	Monitor the flow of supplies in the supply chain
SfL 128	Obtain information on storage locations and facilities
SfL 129	Obtain information on distribution requirements
SfL 131	Monitor the flow of returned supplies

General knowledge and understanding

- Logistics concepts
- Operations management
- Supply chain management
- Distribution management
- Reverse logistics

Context specific knowledge and understanding

Logistics concepts

- Logistics and supply chain management
- Value chains
- Supply chain components
- Demand management
- Customer focus

Operations management

- Planning and scheduling
- Production operations
- Inventory management

Supply chain management

- Sourcing
- Procurement management
- Supplier management

Distribution management

- Warehousing operations
- Transport operations
- Distribution operations

Reverse logistics

- Environmental legislation
- Returned items
- Disposal and recycling options
- Reverse distribution network

K21: Operations management theories, models, and practices

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 127	Monitor the flow of supplies in the supply chain

General knowledge and understanding

- Production planning
- Sales and operations planning
- Production planning techniques
- Production control techniques

Context specific knowledge and understanding

Production planning

- Capacity and capacity planning
- Production materials planning, control and flow
- Production scheduling
- Automatic scheduling

Sales and operations planning

- Basis of production plans
- Reporting of production data
- Outline planning schedule
- Capacity planning

Production planning techniques

- Master Production Schedules (MPS)
- Bill of Materials (BOM)
- Rough Cut Capacity Planning (RCCP)
- Materials Resource Planning (MRP) and Manufacturing Resource Planning (MRPII)
- Enterprise Resource Planning (ERP)
- Advanced Planning and Scheduling (APS) systems

Production control techniques

- Process design
- Forecasting
- Quality control
- Risk assessment

K22: Organisational objectives and activities

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 120	Administer contracts
SfL 125	Place orders with suppliers
SfL 127	Monitor the flow of supplies in the supply chain
SfL 128	Obtain information on storage locations and facilities
SfL 129	Obtain information on distribution requirements
SfL 131	Monitor the flow of returned supplies
SfL 132	Monitor the transportation of supplies
SfL 134	Obtain information on the supply chain

General knowledge and understanding

- Operations management
- Working environment
- Finance issues

Context specific knowledge and understanding

Operations management

- Operations
- Supply chain
- Inventory management
- Procurement
- Distribution
- Transport

Working environment

- Team working
- Work planning
- Training and development
- Health and safety legislation

Finance issues

- Financial budgets
- Costs and expenditure
- Profit targets
- Commercial transactions

K24: Performance measurement and benchmarking theories, models, and practices

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 128	Obtain information on storage locations and facilities
SfL 129	Obtain information on distribution requirements
SfL 131	Monitor the flow of returned supplies
SfL 132	Monitor the transportation of supplies
SfL 134	Obtain information on the supply chain

General knowledge and understanding

- Supply chain performance measurement
- Inventory management performance measurement
- Procurement performance measurement
- Distribution performance measurement

Context specific knowledge and understanding

Supply chain performance measurement

- Business targets and objectives
- Operational efficiency measures
- Time compression

Inventory management performance measurement

- Stock-turn
- Demand satisfaction
- Customer service levels

Procurement performance measurement

- Expediting
- Vendor rating systems
- Supplier performance monitoring

Distribution performance measurement

- Computerised tracking systems
- Warehouse costs
- Transport costs

K26: Presentation theories, models, and practices

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 125	Place orders with suppliers

General knowledge and understanding

- Procurement
- Marketing
- Communications

Context specific knowledge and understanding

Procurement

- Supplier information
- Supplier evaluation
- Purchase orders
- Expediting
- Vendor rating

Marketing

- Marketing plans
- Market research
- Public relations
- Publicity and advertising

Communications

- Communication tools
- Communication programmes
- Internal communications
- External communications

K27: Procurement theories, models, and practices

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 120	Administer contracts
SfL 125	Place orders with suppliers

General knowledge and understanding

- The purchasing environment
- Purchasing operations
- Client and supplier relationships
- Supplier relationship management
- Measuring purchasing performance
- Legal issues

Context specific knowledge and understanding

The purchasing environment

- Types of market structures in which organisations operate
- Supply market sectors
- Supply market analysis techniques (PESTLE, SWOT)
- Evaluation methods for supplier financial status, organisational capability and performance

Purchasing operations

- Purchasing function operational aims and objectives
- Procurement plans
- Specifications
- Identifying and sourcing suppliers
- Supplier evaluation

Supplier relationships

- Purchasing processes, systems and procedures
- Expediting
- Vendor rating
- Supplier performance monitoring

Legal issues

- Legal principles
- Basic contract law
- Terms and conditions of contract
- Legislation
- International, European and national standards

K32: Supplier evaluation methods and procedures

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 125	Place orders with suppliers

General knowledge and understanding

- Supplier information sources
- Categories of supplier
- Methods of supplier evaluation
- Legislation and standards

Context specific knowledge and understanding

Supplier information sources

- Supply market analysis
- Internet websites
- Supplier catalogues and supplier databases
- Questionnaire/request for information to suppliers

Categories of supplier

- International, European, national and local suppliers
- Established suppliers
- New suppliers

Methods of supplier evaluation

- Supplier registration
- Approved/preferred supplier list
- Pre-qualification
- Qualification

Legislation and standards

- Health and Safety Law
- Environmental Protection Law
- International standards for quality management and environmental management

K33: Supply chain management theories, models, and practices

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 120	Administer contracts
SfL 125	Place orders with suppliers
SfL 127	Monitor the flow of supplies in the supply chain
SfL 128	Obtain information on storage locations and facilities
SfL 129	Obtain information on distribution requirements
SfL 131	Monitor the flow of returned supplies
SfL 132	Monitor the transportation of supplies
SfL 134	Obtain information on the supply chain

General knowledge and understanding

- Supply chain management
- Operations and inventory management
- Procurement
- Warehousing
- Distribution
- Transport

Context specific knowledge and understanding

Supply chain management

- Operations
- Inventory management
- Procurement
- Warehousing
- Distribution
- Transport

Operations and inventory management

- Production materials controls
- Stockholding
- Stock control

Procurement

- Specifications
- Supplier evaluation
- Purchase orders
- Expediting
- Vendor rating

Warehousing

- Health and safety
- Storage
- Materials handling
- Stocktaking

Distribution

- Loading
- Despatch
- Tracking

Transport

- Transport system components
- Modes
- Transport operations
- Transport costs

K34: Transportation methods and procedures

Level 2 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 132	Monitor the transportation of supplies

General knowledge and understanding

- Transport and movements
- Transport characteristics
- Transport providers
- Transport costs
- International transport

Context specific knowledge and understanding

Transport and movements

- Principles of movements
- Types of movement
- Market segments
- Loads

Transport characteristics

- Role of transport
- Supply and demand characteristics
- System components
- Modes of transport

Transport providers

- Transport operators
- Distributors
- Logistics providers

Transport costs

- Types of cost
- Overhead allocation
- Rates and charges

International transport

- International movements
- Customs requirements
- Documentation

Section B – Knowledge amplification at Level 3

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K1: Analysis methods and procedures

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 114	Analyse information on the supply chain
SfL 117	Control supplies at storage locations and facilities
SfL 121	Analyse information on the procurement of supplies in the supply chain
SfL 123	Analyse the performance of suppliers
SfL 130	Monitor the distribution of supplies

General knowledge and understanding

- Information sources
- Analysis methods for information and data
- Systems and procedures for analysing information and data
- Legislation and standards

Context specific knowledge and understanding

Information sources

- Internet websites
- Supplier catalogues and supplier databases
- Questionnaire/Request for information to suppliers
- Published annual financial accounts

Analysis methods for information and data

- Cost benefit analysis
- Scoring and weighting systems
- Life cycle costing
- Risk analysis

Systems and procedures for analysing information and data

- Forecasting
- Budgets
- Audits
- Vendor rating

Legislation and standards

- International Standards for Quality Management
- International Standards for Environmental Management

K2: Change management theories, models, and practices

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 115	Apply improvements to the supply chain

General knowledge and understanding

- Supply chain management
- Benchmarking
- Performance improvement
- People management
- Project management

Context specific knowledge and understanding

Supply chain management

- Supply chain management planning
- Supply chain dynamics
- Supply chain improvement

Benchmarking

- Key performance indicators
- Internal performance measures
- External performance measures

Performance improvement

- E-commerce
- Operational efficiency
- Enterprise Resource Planning systems

People management

- Human resource planning
- People competence assessment
- People training and development

Project management

- Change management project brief
- Change management project plan
- Change management project implementation
- Change management project review

K6: Cost and benefit analysis methods and procedures

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 117	Control supplies at storage locations and facilities
SfL 130	Monitor the distribution of supplies

General knowledge and understanding

- Financial control
- Budgets
- Cost and prices
- Systems and procedures for cost and benefit analysis

Context specific knowledge and understanding

Financial control

- Published annual financial accounts
- Balance sheet
- Profit and loss account
- Financial ratios

Budgets

- Types of budget
- Capital and revenue expenditure
- Variance analysis
- Key performance indicators

Costs and prices

- Price elasticity
- Pricing strategies
- The concept of cost building
- Types of cost and their elements

Systems and procedures for cost and benefit analysis

- Forecasting
- Life cycle costing
- Risk analysis
- Vendor rating
- Coding systems

K14: Information sources on supply chain processes

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL114	Analyse information on the supply chain
SfL116	Monitor the achievement of project tasks
SfL117	Control supplies at storage locations and facilities
SfL121	Analyse information on the procurement of supplies in the supply chain
SfL123	Analyse the performance of suppliers
SfL130	Monitor the distribution of supplies

General knowledge and understanding

- Business information sources
- Supplier information sources
- Databases
- Management information systems

Context specific knowledge and understanding

Business information sources

- Internet websites
- Published financial accounts
- Professional institutes

Supplier information sources

- Internet websites
- Trade journals
- Supplier catalogues
- Questionnaire/Request for information to suppliers

Databases

- Knowledge library databank
- Tender and contract advertising
- Supplier databases

Management information systems

- Decision support systems
- Expert systems

K17: Logistics theories, models, and practices

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 117	Control supplies at storage locations and facilities
SfL 130	Monitor the distribution of supplies

General knowledge and understanding

- Logistics concepts
- Operations management
- Supply chain management
- Distribution management
- Reverse logistics

Context specific knowledge and understanding

Logistics concepts

- Logistics and supply chain management
- Value chains
- Supply chain components
- Demand management
- Customer focus

Operations management

- Planning and scheduling
- Production operations
- Inventory management

Supply chain management

- Sourcing
- Procurement management
- Supplier management

Distribution management

- Warehousing operations
- Transport operations
- Distribution operations

Reverse logistics

- Environmental legislation
- Returned items
- Disposal and recycling options
- Reverse distribution network

K22: Organisational objectives and activities

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 114	Analyse information on the supply chain
SfL 115	Apply improvements to the supply chain
SfL 116	Monitor the achievement of project tasks
SfL 117	Control supplies at storage locations and facilities
SfL 121	Analyse information on the procurement of supplies in the supply chain
SfL 123	Analyse the performance of suppliers
SfL 130	Monitor the distribution of supplies

General knowledge and understanding

- Operations management
- People management
- Finance issues
- Legal issues

Context specific knowledge and understanding

Operations management

- Operations
- Supply chain
- Inventory management
- Procurement
- Distribution
- Transport

People management

- Team working
- Work planning
- Training and development

Finance issues

- Financial budgets
- Cost base
- Profit targets
- Commercial transactions

Legal issues

- Company law
- Contract law
- Employment law
- Health and safety legislation

K24: Performance measurement and benchmarking theories, models, and practices

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 114	Analyse information on the supply chain
SfL 117	Control supplies at storage locations and facilities
SfL 121	Analyse information on the procurement of supplies in the supply chain
SfL 123	Analyse the performance of suppliers
SfL 130	Monitor the distribution of supplies

General knowledge and understanding

- Benchmarking
- Supply chain performance measurement
- Inventory management performance measurement
- Procurement performance measurement
- Distribution performance measurement

Context specific knowledge and understanding

Benchmarking

- Key performance indicators
- Balanced scorecard
- Total quality management

Supply chain performance measurement

- Business targets and objectives
- Operational efficiency measures
- Time compression

Inventory management performance measurement

- Stockturn
- Demand satisfaction
- Customer service levels

Procurement performance measurement

- Vendor rating systems
- Supplier improvement initiatives
- External spend targets and objectives

Distribution performance measurement

- Computerised tracking systems
- Warehouse costs
- Transport costs

K25: Planning methods and procedures

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 115	Apply improvements to the supply chain

General knowledge and understanding

- Business planning
- Supply chain planning
- Production planning
- Procurement planning
- Project planning

Context specific knowledge and understanding

Business planning

- Strategic plans
- Tactical plans
- Resource plans
- Budgets and budget monitoring

Supply chain planning

- Supply side plans
- Demand side plans
- Logistics plans

Production planning

- Capacity and capacity planning
- Production materials planning, control and flow
- Production scheduling
- Automatic scheduling

Procurement planning

- Inventory systems
- Purchase plans
- Pre-contract plans
- Post-contract plans

Project planning

- Planning sequences and processes
- Risk register set-up
- Critical path analysis

K26: Presentation theories, models, and practices

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 121	Analyse information on the procurement of supplies in the supply chain
SfL 123	Analyse the performance of suppliers

General knowledge and understanding

- Supply chain management
- Marketing
- Communications

Context specific knowledge and understanding

Supply chain management

- Supply chain management plans
- Supply chain improvement
- Supplier relationship plans

Marketing

- Marketing plans
- Market research
- Public relations
- Publicity and advertising

Communications

- Communication tools
- Communication programmes
- Internal communications
- External communications

K27: Procurement theories, models, and practices

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 121	Analyse information on the procurement of supplies in the supply chain
SfL 123	Analyse the performance of suppliers

General knowledge and understanding

- The purchasing environment
- Purchasing operations
- Client and supplier relationships
- Supplier relationship management
- Measuring purchasing performance
- Legal issues

Context specific knowledge and understanding

The purchasing environment

- Structure and interaction of organisations and sectors in the business environment
- Types of market structures in which organisations operate
- Supply market sectors
- Supply market analysis techniques (PESTLE, SWOT)
- Evaluation methods for supplier financial status, organisational capability and performance

Purchasing operations

- Purchasing function operational aims and objectives
- Organisational business plans and procurement plans
- Life cycle costing
- Specifications
- Identifying and sourcing suppliers
- Supplier evaluation

Client and supplier relationships

- Commercial operational relationships within the supply chain
- Internal and external customers
- Purchasing customer service provision
- Purchasing processes, systems and procedures
- Performance monitoring

Supplier relationship management

- Service level agreements
- Vendor rating
- Supplier performance monitoring
- Supplier development

Measuring purchasing performance

- Key performance indicators
- Benchmarking
- Performance improvement systems

Legal issues

- Legal principles
- Basic contract law
- Terms and conditions of contract
- Legislation
- International, European and national standards

K28: Project management and administration methods and procedures

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 116	Monitor the achievement of project tasks

General knowledge and understanding

- Project management process
- Project planning
- Project control
- Project closure

Context specific knowledge and understanding

Project management

- Project brief
- Project structure
- Project plan
- Project implementation
- Project review

Project planning

- Planning sequences and processes
- Risk register set-up
- Critical path analysis

Project control

- Change control techniques and records
- Risk register updating
- Progress reporting

Project closure

- Quality review
- End project reporting
- Project evaluation reporting

K29: Quality management theories, models, and practices

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 115	Apply improvements to the supply chain

General knowledge and understanding

- Supply chain management
- Quality management
- Total quality management
- Standards

Context specific knowledge and understanding

Supply chain management

- Supply chain management plans
- Supply chain dynamics
- Supply chain improvement

Quality management

- Quality control
- Quality assurance
- Quality systems
- Problem solving

Total quality management

- Quality process
- Process improvement
- Staff empowerment and team working
- Customer service

Standards

- International, European and national standards
- International standard for quality management
- International standard for environmental management

K33: Supply chain management theories, models, and practices

Level 3 Knowledge requirements for units:

Unit	Unit Title
SfL 114	Analyse information on the supply chain
SfL 115	Apply improvements to the supply chain
SfL 116	Monitor the achievement of project tasks
SfL 117	Control supplies at storage locations and facilities
SfL 121	Analyse information on the procurement of supplies in the supply chain
SfL 123	Analyse the performance of suppliers
SfL 130	Monitor the distribution of supplies

General knowledge and understanding

- Supply chain concepts
- Supply chain flows
- Supply chain planning
- Supply chain operation

Context specific knowledge and understanding

Supply chain concepts

- Logistics and supply chain management
- Value chains
- Supply chain components
- Demand management
- Decoupling

Supply chain flows

- Information flows
- Materials flows
- Flow of money

Supply chain planning

- Materials requirement planning
- Inventory planning
- Procurement planning
- Distribution planning
- Transport planning

Supply chain operations

- Sourcing
- Material management
- Inventory management
- Distribution
- Transport
- Reverse logistics

Section C – Knowledge amplification at Level 4

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K2: Change management theories, models, and practices

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 87	Evaluate information on the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Supply chain audits
- Business process engineering
- Performance improvement
- People management
- Project management

Context specific knowledge and understanding

Supply chain audits

- Customer service audit
- Total cost analysis
- Logistics audit
- Internal audit
- External audit

Business process reengineering

- Benchmarking
- Value management
- Lean and agile supply chain concepts
- Continuous improvement models

Performance improvement

- E-commerce
- Total quality management
- Electronic and computerised systems

People management

- Human resource management
- People competence assessment
- People training and development

Project management

- Change management project plan
- Change management project delivery
- Change management project review

K5: Contract law and drafting methods and procedures

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 92	Negotiate for supplies
SfL 93	Contract with other organisations
SfL 94	Review the outcomes of contracts

General knowledge and understanding

- Contract law
- Sale and supply of goods and services legislation
- UK and EU regulations
- Intellectual property rights
- International contracts

Context specific knowledge and understanding

Contract law

- The process of contract formation
- Expressed and implied terms
- Contractual clauses
- Contract termination
- Commercial dispute resolution

Sale and supply of goods and services legislation

- Statutes relating to the sale of goods and the supply of goods and services
- Conditions and warranties
- Ownership, risk, delivery and acceptance of goods
- Rules relating to the passing of title
- Privity of contract

UK and EU regulations

- The collateral legal obligations in a tendering process, including E-tendering
- EU public procurement legislation
- Freedom of information act
- TUPE and other regulations relevant when outsourcing
- Competition and anti-competition rules and regulations

Intellectual property rights

- Copyright
- Designs
- Patents
- Trademarks
- Common law rules relating to confidentiality and the protection of trade secrets

International contracts

- INCOTERMS
- Bill of lading
- Contracts of carriage
- Jurisdiction
- International conventions

K11: Financial analysis methods and procedures

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 87	Evaluate information on the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain
SfL 92	Negotiate for supplies
SfL 93	Contract with other organisations
SfL 94	Review the outcomes of contracts

General knowledge and understanding

- Financial management framework
- Financial evaluation methods
- Sources of finance
- Budget and cost management control
- Investment decision-making tools
- Financial decision-making tools
- Financial risk management

Context specific knowledge and understanding

Financial management framework

- Management accounting and financial accounting
- Corporate governance, regulation and corporate social responsibility
- Accounting standards
- Capital and revenue spend

Financial evaluation methods

- Assessment of key financial statements: profit and loss, balance sheet
- Pricing strategies and transfer pricing
- Contribution analysis
- Marginal costing

Sources of finance

- Retained profit
- Sale of assets
- Factoring
- Grants
- Venture capital
- Debentures and share issues
- Bank loans and overdrafts
- Leasing

Budget and cost management control

- Business plan and performance targets
- Resource planning
- Business case
- Cost controls
- Estimating

Investment decision-making tools

- Accounting rate of return (ARR)
- Payback period (PP)
- Discounted cash flow (DCF)
- Net present value (NPV)
- Internal rate of return (IRR)
- Opportunity costs of capital

Financial decision-making tools

- Whole life costing
- Target costing
- Tear-down analysis
- Value engineering

Financial risk management

- Risk analysis
- Financial performance ratios
- Financial risk management options
- Risk insurance

K14: Information sources on supply chain processes

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 87	Evaluate information on the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain
SfL 92	Negotiate for supplies
SfL 93	Contract with other organisations
SfL 94	Review the outcomes of contracts

General knowledge and understanding

- Business information sources
- Supplier information sources
- Databases
- Management information systems

Context specific knowledge and understanding

Business information sources

- Internet websites
- Published financial accounts
- Professional institutes

Supplier information sources

- Internet websites
- Trade journals
- Supplier catalogues
- Questionnaire/Request for information to suppliers

Databases

- Knowledge library databank
- Tender and contract advertising
- Supplier databases

Management information systems

- Decision support systems
- Expert systems

K16: Legal and regulatory requirements

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 92	Negotiate for supplies
SfL 93	Contract with other organisations
SfL 94	Review the outcomes of contracts

General knowledge and understanding

- Contract law
- Sale and supply of goods and services legislation
- UK and EU regulations
- Intellectual property rights
- International contracts

Context specific knowledge and understanding

Contract law

- The process of contract formation
- Expressed and implied terms
- Contractual clauses
- Contract termination
- Commercial dispute resolution

Sale and supply of goods and services legislation

- Statutes relating to the sale of goods and the supply of goods and services
- Conditions and warranties
- Ownership, risk, delivery and acceptance of goods
- Rules relating to the passing of title
- Privity of contract

UK and EU regulations

- The collateral legal obligations in a tendering process, including E-tendering
- EU public procurement legislation
- Freedom of information act
- TUPE and other regulations relevant when outsourcing
- Competition and anti-competition rules and regulations

Intellectual property rights

- Copyright
- Designs
- Patents
- Trademarks
- Common law rules relating to confidentiality and the protection of trade secrets

International contracts

- INCOTERMS
- Bill of lading
- Contracts of carriage
- Jurisdiction
- International conventions

K19: Negotiations strategies methods and procedures

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 92	Negotiate for supplies
SfL 93	Contract with other organisations

General knowledge and understanding

- Preparation for negotiation
- Financial tools for negotiations
- The negotiation process
- Effective behaviour for negotiation

Context specific knowledge and understanding

Preparation for negotiation

- Different phases of negotiation
- Supplier information sources
- Market analysis to support negotiations
- Supplier SWOT analysis
- Legal issues and implications
- Risk assessment

Financial tools for negotiations

- Elements of fixed and variable costs associated with supply
- Direct, indirect and standard costs
- Total costs and margins
- Break-even analysis
- Analysis of supply and demand

The negotiation process

- Objectives and strategies for negotiation meetings
- Negotiating brief and negotiation meeting plan
- Range of persuasion techniques and tactics
- Follow-up the negotiation and finalise the deal

Effective behaviour for negotiation

- Verbal and non-verbal communications
- Attributes of a good negotiator
- Questioning skills
- Negotiation practices for different international cultures
- Telephone negotiation
- Performance review and feedback

K22: Organisational objectives and activities

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 87	Evaluate information on the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain
SfL 92	Negotiate for supplies
SfL 93	Contract with other organisations
SfL 94	Review the outcomes of contracts

General knowledge and understanding

- Internal organisation dynamics
- Change management
- Information management
- Resources management
- Law and legislation

Context specific knowledge and understanding

Internal organisation dynamics

- Organisational control structures
- Internal dynamics
- Organisational culture
- Business strategy
- Business plans

Change management

- Performance improvement management
- Change project development
- Change project implementation

Information management

- Information systems
- Knowledge management

Resources management

- Capital and revenue spend
- Physical resources
- Human resources

Law and legislation

- Company law
- Contract law
- Employment law
- Health and safety legislation
- Environmental legislation

K24: Performance measurement and benchmarking theories, models, and practices

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 87	Evaluate information on the supply chain

General knowledge and understanding

- Benchmarking
- Supply chain performance improvement
- Service level agreements
- International business

Context specific knowledge and understanding

Benchmarking

- Key Performance Indicators
- Balanced scorecard
- Total quality management

Supply chain performance improvement

- Supply chain audits
- Supply chain mapping
- Lean and agile supply chains
- Supply chain improvement models

Service level agreement

- Risk analysis
- Supply chain costs
- Service level measures
- Commercial contracts

International business

- Global logistics plans
- Global supply chains
- International transport modes
- Legal and contractual issues in international trade

K25: Planning methods and procedures

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Demand planning
- Supply planning
- Inventory planning
- Supply chain planning
- Supply chain network planning

Context specific knowledge and understanding

Demand planning

- Forecasting
- Demand patterns
- Demand management techniques
- Budgets and budget monitoring

Supply planning

- Supply requirements
- Supply chain segmentation
- Cost to serve objectives
- Supply chain compression

Inventory planning

- Inventory positioning
- Inventory management techniques
- Stock modelling
- Inventory systems for managing inventory levels

Supply chain planning

- Supply and demand
- Demand, supply and product planning
- Financial gap analysis
- Key performance indicators

Supply chain network planning

- Network structures
- Network resourcing
- Network controls
- Financial costs and budgets

K26: Presentation theories, models, and practices

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 87	Evaluate information on the supply chain

General knowledge and understanding

- Supply chain management
- Business planning
- Marketing
- Communications

Context specific knowledge and understanding

Supply chain management

- Supply chain management strategy
- Supply chain improvement initiatives
- Supplier relationship strategy

Business planning

- Business case
- Financial management
- Budgets
- Cost management
- Asset management

Marketing

- Marketing plans
- Market research
- Public relations
- International marketing plan

Communications

- Communication tools
- Communication programmes
- Internal communications
- External communications

K27: Procurement theories, models, and practices

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 92	Negotiate for supplies
SfL 93	Contract with other organisations
SfL 94	Review the outcomes of contracts

General knowledge and understanding

- Procurement strategy
- Procurement management
- Client and supplier relationships
- Supplier relationship management
- Measuring purchasing performance
- Legal issues

Context specific knowledge and understanding

Procurement strategy

- Supply market analysis
- Commercial risk assessment
- Supply objectives
- Sourcing strategy
- Procurement information systems

Procurement management

- Commercial risk management
- Procurement planning
- Sourcing practices and procedures
- Cost and pricing strategies
- Upstream contract management
- Plan and direct negotiations

Supplier relationship management

- Service level agreements
- Vendor rating
- Supplier performance management
- Supplier development

Procurement performance management

- Key Performance Indicators
- Benchmarking
- Vendor rating
- Performance improvement systems

Legal issues

- Legal principles
- Advanced contract law
- Terms and conditions of contract
- Legislation
- International, European and national standards

K28: Project management and administration methods and procedures

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Project management: organisational and management Issues
- Project management methodologies
- Project management concepts, models, tools and techniques
- Project management processes

Context specific knowledge and understanding

Project management: organisational and management issues

- Project strategy
- Project structure
- Project plan
- Project stakeholders

Project management methodologies

- Planning life cycle
- Problem solving processes
- Critical path analysis
- Project risk analysis

Project management concepts, models, tools and techniques

- Project planning
- Process mapping
- Business process improvement

Project management processes

- Project management maturity matrix
- Project excellence model
- Knowledge management

K29: Quality management theories, models and practices

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 87	Evaluate information on the supply chain

General knowledge and understanding

- Supply chain management
- Quality management
- Total quality management
- Standards

Context specific knowledge and understanding

Supply chain management

- Supply chain management strategy
- Supply chain dynamics
- Supply chain improvement

Quality management

- Quality control
- Quality assurance
- Quality systems
- Problem solving

Total quality management

- Quality process
- Process improvement
- Staff empowerment and team working
- Service level agreements

Standards

- International, European and national standards
- International standard for quality management
- International standard for environmental management

K30: Risk analysis methods and procedures

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 90	Plan projects to develop the supply
SfL 91	Manage projects to develop the supply

General knowledge and understanding

- Risk management
- Risk assessment
- Project planning
- Cost and benefit analysis methods

Context specific knowledge and understanding

Risk management

- Risk identification
- Risk probability
- Risk evaluation
- Risk register
- Risk insurance

Risk assessment

- Project risk
- Process risk
- Commercial risk
- Financial risk
- Environment risk

Project planning

- Critical path analysis
- PERT
- Quality plans
- Planning sequences

Cost and benefit analysis methods

- Trade-off analysis
- Forecasting
- Life cycle costing
- Risk analysis
- Vendor rating
- Benchmarking
- Business trends review

K32: Supplier evaluation methods and procedures

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 92	Negotiate for supplies
SfL 93	Contract with other organisations

General knowledge and understanding

- Supply markets
- Sourcing strategies and supply requirements
- Supplier evaluation management
- Legislation and standards

Context specific knowledge and understanding

Supply markets

- Supply market sectors
- Supply market risks
- Supply market analysis

Sourcing strategies and supply requirements

- Categories of supplies required
- User requirements specifications
- Sourcing strategies for different categories of supplies

Supplier evaluation management

- Pre-qualification and qualification systems
- Evaluation criteria for supplier competence and capability
- Evaluation methods for supplier financial status, organisational capability and performance
- Supplier audits and supplier visits

Legislation and standards

- Health and safety law
- European public procurement law
- Environmental protection law
- International standards for quality management and environmental management

K33: Supply chain management theories, models, and practices

Level 4 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 87	Evaluate information on the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain
SfL 92	Negotiate for supplies
SfL 93	Contract with other organisations
SfL 94	Review the outcomes of contracts

General knowledge and understanding

- Supply chain concepts
- Supply chain structures and relationships
- Strategic supply chain management
- Supply chain planning
- Supply chain operations
- Supply chain improvement

Context specific knowledge and understanding

Supply chain concepts

- Logistics and supply chain management
- Value chains
- Supply chain components
- Supply chain flows

Supply chain structures and relationships

- Global supply chains
- Lean supply
- Supply market analysis

Strategic supply chain management

- Supply chain strategies
- Supplier relationships
- Supply chain and value chain positioning

Supply chain planning

- Materials requirement planning
- Inventory planning
- Procurement planning
- Distribution planning
- Transport planning

Supply chain operations

- Sourcing
- Materials management
- Inventory management
- Distribution
- Transport
- Reverse logistics

Supply chain improvement

- Supply chain audits
- Supply chain mapping
- Agile and lean concepts
- Value chains
- Information system structures

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K1: Analysis methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 79	Commission projects to develop the supply chain
SfL 86	Develop operational relationships within the supply chain

General knowledge and understanding

- Supply chain concepts
- Strategic supply chain planning
- Strategic analysis
- Advanced project management

Context specific knowledge and understanding

Supply chain concepts

- Value chains
- Supply chain flows and networks
- Customer supplier relationships
- Logistics and supply chain competitive strategy

Strategic supply chain planning

- Strategic planning
- Network modelling
- Demand planning

Strategic analysis

- Economic appraisal
- Key performance indicators
- Benchmarking
- Supply chain audits
- Supply chain mapping

Advanced project management

- Project evaluation techniques and methods
- Financial and budgetary analysis
- Decision making techniques
- Project planning methods

K2: Change management theories, models, and practices

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 88	Propose improvements to the supply chain
SfL 89	Introduce improvements to the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Organisational theories
- Business process engineering
- People management
- Project management

Context specific knowledge and understanding

Organisational theories

- Nature of the workforce
- Organisational culture
- Organisational politics
- Global issues; culture, legislation, working practices

Business process reengineering

- Benchmarking
- Value management
- Continuous improvement models
- Supply chain audit
- Change management projects

People management

- Human resource strategy
- Employee attitudes and competence
- People training and development strategy
- Measurement and reward systems

Project management

- Change management project strategy
- Change management project development
- Change management project brief
- Change management project review

K3: Communication methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 77	Establish strategic relationships within the supply chain

General knowledge and understanding

- Supply chain relationships
- E-commerce
- Law and legislation
- Knowledge management

Context specific knowledge and understanding

Supply chain relationships

- Business to business
- Business to consumer
- Supplier relationships

E-commerce

- Customer relationship management
- E-procurement
- E-tracking
- Electronic contracts

Law and legislation

- Data Protection Act
- Electronic commerce regulations
- Intellectual property rights

Knowledge management

- Information management
- Organisation knowledge
- Networking
- Total quality management

K6: Cost and benefit analysis methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 77	Establish strategic relationships within the supply chain
SfL 86	Develop operational relationships within the supply chain
SfL 88	Propose improvements to the supply chain

General knowledge and understanding

- Economic analysis
- Financial management
- Risk management
- Cost and benefit analysis methods

Context specific knowledge and understanding

Economic analysis

- Pricing strategies
- Low cost structures
- Supply and demand
- Market accessibility
- Perfect and imperfect competition

Financial management

- Investment and financing decisions
- Risk and rates of return
- Financial forecasting
- Supply chain cost structures

Risk management

- Critical business processes
- Risk assessment
- Strategic risks
- Supply chain risks
- Environmental risks

Cost and benefit analysis methods

- Trade-off analysis
- Forecasting
- Life cycle costing
- Risk analysis
- Benchmarking
- Business trends review

K7: Database management and monitoring methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 86	Develop operational relationships within the supply chain

General knowledge and understanding

- Resource management
- Planning systems
- Management information systems
- Law and legislation

Context specific knowledge and understanding

Resource management

- Financial
- Human
- Intellectual
- Physical
- Informational

Planning systems

- Production planning systems
- Operational planning systems
- Supply chain planning systems

Management information systems

- ERP systems
- Automated Procurement and Accounts Payable systems
- Automated Inventory Management systems
- Automated Warehouse Management systems

Law and legislation

- Data protection act
- Freedom of information act

K8: Evaluation methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 77	Establish strategic relationships within the supply chain
SfL 86	Develop operational relationships within the supply chain

General knowledge and understanding

- Supply chain concepts
- Strategic supply chain planning
- Strategic analysis
- Supply chain performance improvement

Context specific knowledge and understanding

Supply chain concepts

- Value chains
- Supply chain flows and networks
- Customer supplier relationships
- Logistics and supply chain competitive strategy

Strategic supply chain planning

- Strategic planning
- Network modelling
- Demand planning
- Collaborative Planning, Forecasting and Replenishment (CFPR)

Strategic analysis

- Economic appraisal
- Forcefield analysis
- Benchmarking
- Supply chain audits
- Supply chain mapping

Supply chain performance improvement

- E-commerce
- Collaborative relationships
- Key performance indicators

K11: Financial analysis methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 79	Commission projects to develop the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Financial management framework
- Economic analysis
- Financial management
- Investment decision-making tools
- Financial decision-making tools
- Financial risk management
- Budget and cost management control

Context specific knowledge and understanding

Financial management framework

- Management accounting and financial accounting
- Corporate governance, regulation and corporate social responsibility
- Accounting standards
- Capital and revenue spend

Economic analysis

- Pricing strategies
- Contribution analysis
- Marginal costing
- Supply and demand
- Market accessibility
- Perfect and imperfect competition

Financial management

- Investment and financing decisions
- Risk and rates of return
- Financial forecasting
- Supply chain cost structures

Investment decision-making tools

- Accounting rate of return (ARR)
- Payback period (PP)
- Discounted cash flow (DCF)
- Net present value (NPV)
- Internal rate of return (IRR)
- Opportunity costs of capital

Financial decision-making tools

- Whole life costing
- Target costing
- Tear-down analysis
- Value engineering

Financial risk management

- Risk analysis
- Financial performance ratios
- Financial risk management options
- Risk insurance

Budget and cost management control

- Business plan and performance targets
- Resource planning
- Business case
- Cost controls
- Estimating

K13: Industry-specific networks and sources of information

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 77	Establish strategic relationships within the supply chain
SfL 86	Develop operational relationships within the supply chain

General knowledge and understanding

- Market research
- Supply chain analysis techniques
- Information management
- Financial appraisal

Context specific knowledge and understanding

Market research

- Product
- Services
- Supply sources
- Suppliers

Supply chain analysis techniques

- Forecasting
- Supply market risks
- Cost benefit analysis
- Capacity planning

Information management

- Sampling
- Primary and secondary data
- Data dictionaries and statistics
- Statistical analysis
- Network performance measures

Financial appraisal

- Investment appraisal
- Supply chain costs
- Capital and revenue expenditure

K14: Information sources on supply chain processes

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 86	Develop operational relationships within the supply chain
SfL 88	Propose improvements to the supply chain
SfL 89	Introduce improvements to the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Business information sources
- Supplier information sources
- Databases
- Management information systems

Context specific knowledge and understanding

Business information sources

- Internet websites
- Published financial accounts
- Professional institutes

Supplier information sources

- Internet websites
- Trade journals
- Supplier catalogues
- Questionnaire/Request for information to suppliers

Databases

- Knowledge library databank
- Tender and contract advertising
- Supplier databases

Management information systems

- Decision support systems
- Expert systems

K16: Legal and regulatory requirements

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation

General knowledge and understanding

- Advanced contract law
- State regulation and control
- Social and environmental issues
- E-commerce
- International contracts

Context specific knowledge and understanding

Advanced contract law

- Legal principles
- Contractual terms and conditions
- Intellectual property rights
- Dispute resolution
- Discharge of contracts
- European legislation

State regulation and control

- Power and duties of National Regulatory Bodies
- Power and duties of European Regulatory Bodies
- Power and duties of International Regulatory Bodies

Social and environmental issues

- Health and safety legislation
- Environmental legislation
- Sustainability

E-Commerce

- Freedom of Information Act 2000
- Electronic contracts
- E-Procurement

International contracts

- INCOTERMS
- Contracts of carriage
- Jurisdiction
- International agreements
- International conventions

K18: Market research methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 86	Develop operational relationships within the supply chain

General knowledge and understanding

- Market structures
- Market segmentation
- Market analysis techniques
- Marketing mix
- Marketing plan

Context specific knowledge and understanding

Market structures

- Free market
- Monopoly
- Oligopoly
- Monopsony

Market segmentation

- Consumer
- Spatial
- Behavioural
- Psychographic

Market analysis techniques

- SWOT
- PESTLE
- Supply market risks

Marketing mix

- Product portfolio management tools
- Pricing objectives, strategies and tactics
- Product life cycle
- Distribution strategy
- Promotional planning process

Marketing plan

- Marketing audit
- SWOT analysis
- Marketing objectives

K20: Networking methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 77	Establish strategic relationships within the supply chain

General knowledge and understanding

- Strategic supply chain management
- Supply chain analysis techniques
- Information management

Context specific knowledge and understanding

Strategic supply chain management

- Supply chain strategy
- Innovation strategy
- Sourcing strategy
- Strategic supply chain planning

Supply chain analysis techniques

- Value chain analysis
- Supply chain mapping
- Supply chain audit
- Inventory positioning

Information management

- Knowledge management
- Network performance measures
- E-technology
- E-commerce

K22: Organisational objectives and activities

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 77	Establish strategic relationships within the supply chain
SfL 79	Commission projects to develop the supply chain
SfL 86	Develop operational relationships within the supply chain
SfL 88	Propose improvements to the supply chain
SfL 89	Introduce improvements to the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Internal organisation dynamics
- Business strategy
- Strategic analysis
- Business ethics
- Law and legislation

Context specific knowledge and understanding

Internal organisation dynamics

- Organisational control structures
- Internal dynamics
- Organisational culture
- Business strategy
- Business plans

Business strategy

- Strategic business decisions
- Business policy
- Competitive advantage
- Strategy formulation and development
- E-commerce

Strategic analysis

- Internal and external influencing factors
- Strategic capabilities
- Market segmentation
- Channel strategy

Business ethics

- Corporate and social responsibility
- Ethical standards
- International ethical codes

Law and legislation

- Company law
- Contract law
- Employment law
- Health and safety legislation

K23: Organisational strategic aims and objectives

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 77	Establish strategic relationships within the supply chain
SfL 79	Commission projects to develop the supply chain

General knowledge and understanding

- Internal organisation dynamics
- Business strategy
- Strategic analysis
- Business ethics
- Law and legislation

Context specific knowledge and understanding

Internal organisation dynamics

- Organisational control structures
- Internal dynamics
- Organisational culture
- Business strategy
- Business plans

Business strategy

- Strategic business decisions
- Business policy
- Competitive advantage
- Strategy formulation and development
- E-commerce

Strategic analysis

- Internal and external influencing factors
- Strategic capabilities
- Market segmentation
- Channel strategy

Business ethics

- Corporate and social responsibility
- Ethical standards
- International ethical codes

Law and legislation

- Company law
- Contract law
- Employment law
- Health and safety legislation

K24: Performance measurement and benchmarking theories, models, and practices

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 77	Establish strategic relationships within the supply chain

General knowledge and understanding

- Benchmarking
- Supply chain performance improvement
- Technology issues
- International business

Context specific knowledge and understanding

Benchmarking

- Key performance indicators
- Balanced scorecard
- Total quality management

Supply chain performance improvement

- Supply chain audits
- Supply chain mapping
- Lean and agile supply chains
- Supply chain improvement models

Technology issues

- Information system integration
- Supply chain applications
- ERP systems
- Advanced planning and scheduling

International business

- Global logistics strategy
- Global supply chains
- International transport modes
- Legal and contractual issues in international trade

K25: Planning methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 79	Commission projects to develop the supply chain
SfL 88	Propose improvements to the supply chain
SfL 89	Introduce improvements to the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Demand planning
- Supply chain planning
- Inventory planning
- Network planning

Context specific knowledge and understanding

Demand planning

- Forecasting
- Demand patterns
- Demand management techniques
- Budgets and budget monitoring

Supply chain planning

- Supply requirements
- Supply chain segmentation
- Cost to serve objectives
- Supply chain compression

Inventory planning

- Inventory positioning
- Inventory management techniques
- Stock modelling
- Inventory systems for managing inventory levels

Network planning

- Network structures
- Network resourcing
- Network controls

K26: Presentation theories, models, and practices

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation

General knowledge and understanding

- Strategic supply chain management
- Business planning
- Marketing
- Communications

Context specific knowledge and understanding

Strategic supply chain management

- Supply chain strategy
- Innovation strategy
- Sourcing strategy
- Strategic supply chain planning

Business planning

- Business case
- Financial management
- Budgets
- Cost management
- Asset management

Marketing

- Marketing strategy
- Market research
- Public relations
- International marketing plan

Communications

- E-Commerce
- Communication tools
- Communication programmes
- Internal communications
- External communications

K28: Project management and administration methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Project management: organisational and management Issues
- Project management methodologies
- Project management concepts, models, tools and techniques
- Project management processes

Context specific knowledge and understanding

Project management: organisational and management issues

- Project strategy
- Project structure
- Project plan
- Project stakeholders

Project management methodologies

- Planning life cycle
- Problem solving processes
- Critical path analysis
- Project risk analysis

Project management concepts, models, tools and techniques

- Project planning
- Process mapping
- Business process improvement

Project management processes

- Project management maturity matrix
- Project excellence model
- Knowledge management

K29: Quality management theories, models and practices

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 88	Propose improvements to the supply chain
SfL 89	Introduce improvements to the supply chain

General knowledge and understanding

- Strategic supply chain management
- Quality management
- Total quality management
- Standards

Context specific knowledge and understanding

Strategic supply chain management

- Supply chain strategy
- Innovation strategy
- Sourcing strategy
- Strategic supply chain planning

Quality management

- Quality control
- Quality assurance
- Quality systems
- Problem solving

Total quality management

- Quality process
- Process improvement
- Staff empowerment and team working
- Service level agreements

Standards

- International, European and national standards
- International standard for quality management
- International standard for environmental management

K30: Risk analysis methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 77	Establish strategic relationships within the supply chain
SfL 79	Commission projects to develop the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Risk management
- Risk assessment
- Strategic planning
- Cost and benefit analysis methods

Context specific knowledge and understanding

Risk management

- Critical business processes
- Risk identification
- Risk analysis
- Risk register
- Risk insurance

Risk assessment

- Business risk
- Process risk
- Commercial risk
- Financial risk
- Environment risk

Strategic planning

- Variance analysis
- Key performance indicators
- Financial gap analysis
- Short and long term budgets
- Supply chain costs
- Pricing strategies
- Inventory planning parameters

Cost and benefit analysis methods

- Trade-off analysis
- Forecasting
- Life cycle costing
- Risk analysis
- Vendor rating
- Benchmarking
- Business trends review

K31: Stakeholder management methods and procedures

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 77	Establish strategic relationships within the supply chain

General knowledge and understanding

- Strategic supply chain management
- Strategic relationship management
- Information management
- Legal issues

Context specific knowledge and understanding

Strategic supply chain management

- Supply chain strategy
- Innovation strategy
- Sourcing strategy
- Strategic supply chain planning

Strategic relationship management

- Value chain analysis
- Cost benefit and risk analysis
- Collaborative relationships

Information management

- Knowledge management
- Network performance measures
- E-technology
- E-commerce

Legal issues

- Corporate governance
- Discrimination
- Equality
- Diversity
- Health and safety

K33: Supply chain management theories, models, and practices

Level 5 or 6 Knowledge requirement for NOS units:

Unit	Unit Title
SfL 76	Develop a supply chain strategy for the organisation
SfL 77	Establish strategic relationships within the supply chain
SfL 79	Commission projects to develop the supply chain
SfL 86	Develop operational relationships within the supply chain
SfL 88	Propose improvements to the supply chain
SfL 89	Introduce improvements to the supply chain
SfL 90	Plan projects to develop the supply chain
SfL 91	Manage projects to develop the supply chain

General knowledge and understanding

- Supply chain concepts
- Strategic supply chain management
- Strategic relationship management
- Supply chain improvement

Context specific knowledge and understanding

Supply chain concepts

- Logistics and supply chain management
- Value chains
- Supply chain flows
- Global supply chains
- Lean supply

Strategic supply chain management

- Supply chain strategy
- Innovation strategy
- Sourcing strategy
- Strategic supply chain planning

Strategic relationship management

- Value chain analysis
- Supply chain and value chain positioning
- Cost benefit and risk analysis
- Collaborative relationships

Supply chain improvement

- Sourcing
- Materials management
- Inventory management
- Distribution
- Transport
- Reverse logistics

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