EUROPEAN LOGISTICS ASSOCIATION



EUROPEAN QUALIFICATION STANDARDS for LOGISTICS PROFESSIONALS

ELA EQF QUALIFICATION STANDARDS

Standards

Reference

Network

Education and Culture DG

European Qualifications Framework

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Preface

The European Logistics Association (ELA) introduced since 1998 a set of Standards in Logistics and Supply Chain Management, which form the foundation for the European Certification Board for Logistics (ECBL) to certify individuals who meet these Standards.

We are delighted to present the ELAQF Standards of Competence that lead to the ELA Certificate.

These standards are not only fully revised, with addition of the latest trends in Supply Chain and Logistics, but are also aligned to the European Qualification Framework (EQF). Using EQF enables learners and workers to have their skills and qualifications recognised in many countries.

At this point the levels directly related to the ELA Certification are incorporated

- Level 4: Supervisory/Operational management
- Level 6: Senior management
- Level 7: Strategic management

Our National Certification Centres implement these ELAQF Qualification Standards in their assessment procedures leading to ELA Certification. The Standards provide us with an excellent structure for assessing the knowledge, skills and competence of logistics professionals.

We address our warmest thanks to all those who contributed to the multinational research and to the dialogue with international specialists and member countries.

Join us in the implementation, as well as the continuous development and evolution of the new ELAQF Qualification Standards.

Jos Marinus
President of the European Logistics Association

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General information

1 Nature

The competence system – adopted for the ELA Certification – reflects the expectations of workplace performance. The ELAQF Qualification Standards have been developed with and agreed by industry. The Standards are outcome-based and form the basis of assessment. Assessment is independent of any learning programmes.

The official version of the Standards is published in English. However National Certification Centres can provide the Standards in their local language(s).

2 Assessment Procedure and Criteria

With the ELA Certification we only aim at certifying individual competences and assessment is not linked in any way to training path or approach. It does not prescribe in any way the methods or courses by which candidates may attain or develop the knowledge and skills required to demonstrate competence to meet the Standards. Thus, formal training is not a prerequisite for ELA certification. It is expected that many established institutions and places of education and training will devise programmes to meet the needs of local candidates. The structure of educational programmes does not necessarily have to follow the structure of competence modules as described in this document. The ability of candidates to meet the required Standards will be assessed by National Certification Centres (NCCs) established in each participating country/region.

The ELAQF Certification Standards - and any programmes based on the Standards – are intended for logistics managers. Individual National Certification Centres may develop assessment strategies to meet their own country's educational requirements. There are no specific guidelines for the period of experience that candidates require. Individual National Certification Centres may wish to offer guidance on the period of experience but the three level descriptors should provide the benchmark for assessment. The assessor should be satisfied that a candidate has demonstrated competence at the appropriate level.

3 Quality Assurance

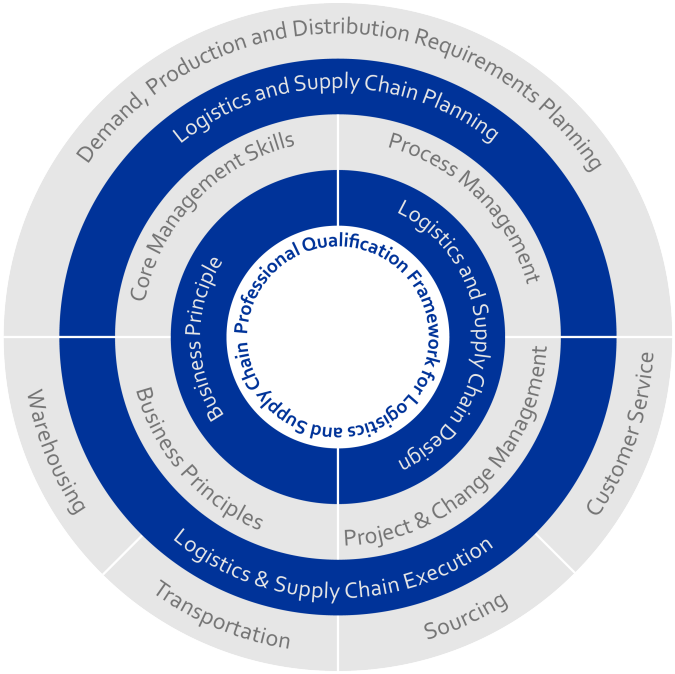
ECBL continuously manages and improves its certification processes. It documents them in professionally maintained procedures. It constantly monitors the performance of its constituent bodies and assessors.

4 Structure

The ELAQF Qualification Standards are based on a common framework, the details for each level can be found in the following chapters. It is important to note that the term module refers to areas of competence, not necessarily to training modules.All module are cross levels. Some of the modules are compulsory (e.g. Business Principles and Logistics and Supply Chain Design), others are optional (e.g. Logistics and Supply Chain Planning and Logistics and Supply Chain Execution).

Due to the constant progress in Information and communication technologies (ICT), specific technologies are not defined in the modules. It is a prerequisite, though, that current technologies must be applied in all relevant fields. ICT competences are implicit in every module.

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ELA EQF QUALIFICATION STANDARDS

Supervisory/Operational Management level European Junior Logistician - EJLog

EQF Level 4

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Business Principles Level 4

Business Principles

4.1.01.01	Understands the elements of a Profit and Loss (P&L) statement and balance sheet
4.1.01.02	Understands the meaning of financial terminology
4.1.01.03	Calculates the costs of inventory holding
4.1.01.04	Monitors supplier and customer payment terms
4.1.01.05	Understands the importance of benchmarking in performance management
4.1.01.06	Understands the link between shareholder value and supply chain improvements
4.1.01.07	Describes the use of 4Ps in a marketing plan

Core Management Skills

4.1.02.01	Plans own and team professional development
4.1.02.02	Understands the principles of change management
4.1.02.03	Participates in cross functional teams
4.1.02.04	Has good oral and written communication skills
4.1.02.05	Demonstrates decision making ability
4.1.02.06	Chairs meetings
4.1.02.07	Manages a team

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Supply Chain and Logistics Design Level 4

Process Management

4.2.03.01	Understands the trade-offs within the supply chain
4.2.03.02	Describes a value chain
4.2.03.03	Understands the effect of demand variability on the supply chain?
4.2.03.04	Understands the basic concept of lean
4.2.03.05	Understands how to calculate total supply chain costs
4.2.03.06	Understands the use of a Quality Management Systems (QMS)
4.2.03.07	Uses business test scenario's
4.2.03.08	Understands the different types of data used in organisations
4.2.03.09	Understands process reference models

Change and Project Management

4.2.04.01	Maintains project documentation
4.2.04.02	Understands project management tools

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Supply Chain and Logistics Planning Level 4

Demand, Production and Distribution Requirements Planning

4.3.05.01	Calculates total supply chain/logistics lead time
4.3.05.02	Uses inventory replenishment models
4.3.05.03	Establishes and maintains Bill of Materials (BOM) and Bill of Labour (BOL)
4.3.05.04	Calculates stocks turns or weeks cover and reports it
4.3.05.05	Understands stock ageing report
4.3.05.06	Allocates available products to orders
4.3.05.07	Uses ABC analysis to differentiate inventory management
4.3.05.08	Uses forecasting methods to create a demand forecast
4.3.05.09	Understands the concept of Available to Promise (ATP)
4.3.05.10	Understands different planning techniques
4.3.05.11	Understands different inventory management optimisation tactics
4.3.05.12	Understands the functionality of planning systems

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Supply Chain and Logistics Execution Level 4

Warehousing

4.4.06.01	Understands the key challenges in warehouse management
4.4.06.02	Has a detailed understanding of the warehousing processes
4.4.06.03	Understands different order picking strategies
4.4.06.04	Understands different order picking methods
4.4.06.05	Deploys appropriate warehouse handling equipment
4.4.06.06	Understands how to design a warehouse layout
4.4.06.07	Organises stock taking
4.4.06.08	Optimises packing of goods prior to dispatch
4.4.06.09	Understands the implications of storing hazardous goods
4.4.06.10	Understands the role of logistics service providers
4.4.06.11	Implements warehouse safety procedures
4.4.06.12	Understands the functionalities of Warehouse Management Systems (WMS)

Transportation

4.4.07.01	Describes the shipment process
4.4.07.02	Manages transport routing and scheduling
4.4.07.03	Describes the transport procurement process
4.4.07.04	Manages day to day shipment operations
4.4.07.05	Understands key elements of transport cost
4.4.07.06	Understands the European transport policies,legislation and procedures
4.4.07.07	Understands the implications of shipping hazardous goods
4.4.07.08	Understands the functionalities of Transport Management Systems (TMS)

Sourcing

4.4.08.01	Describes the procedures covering the procurement process cycle
4.4.08.02	Supports supply market analysis
4.4.08.03	Describes the different purchasing approaches
4.4.08.04	Understands supplier evaluation and selection process
4.4.08.05	Understands the negotiation process
4.4.08.06	Uses Key Performance Indicators (KPIs) to measure supplier performance

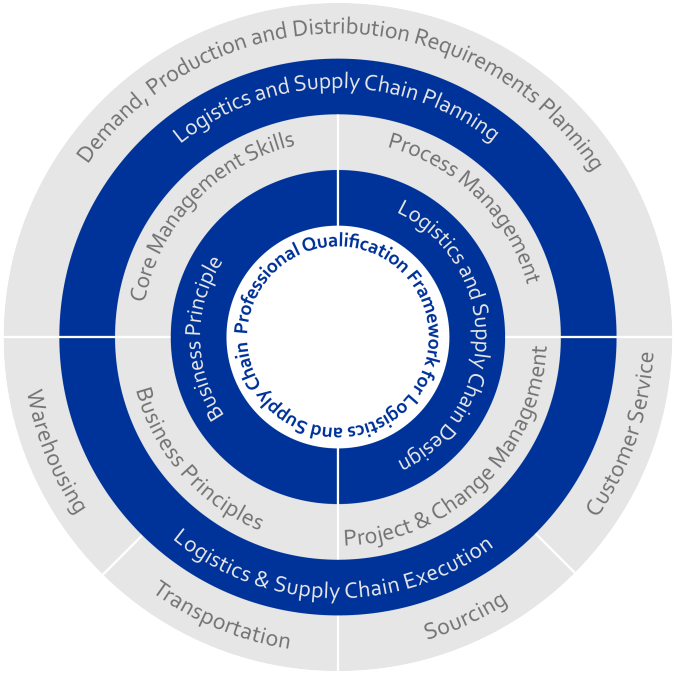
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4.4.08.07	Describes the goal of a supplier certification and the process steps
4.4.08.08	Understands functionalities of Electronic (e)-Procurement Information Technology (IT) tools

Customer Service

4.4.09.01	Understands customer service procedures
4.4.09.02	Uses Key Performance Indicators (KPIs) for measuring customer service
4.4.09.03	Understands multi channel customer communication
4.4.09.04	Understands the key functionalities of Customer Relationship Management (CRM) Systems

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ELA EQF QUALIFICATION STANDARDS

Senior Management level
European Senior Logistician - ESLog
EQF Level 6

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Business Principles Level 6

Business Principles

6.1.01.01	Understands the financial impact of holding inventory
6.1.01.02	Understands cash to cash (C2C) cycle
6.1.01.03	Is able to calculate Net Present Value (NPV)
6.1.01.04	Monitors actual costs versus budgeted costs
6.1.01.05	Prepares a business plan
6.1.01.06	Understands how a pricing strategy is defined
6.1.01.07	Assesses business performance
6.1.01.08	Makes outsourcing decisions
6.1.01.09	Defines and implements a performance scorecard
6.1.01.10	Designs an appropriate organisation structure

Core Management Skills

6.1.02.01	Demonstrates excellent communication skills
6.1.02.02	Influences and coaches others to achieve superior performance
6.1.02.03	Demonstrates strategic thinking
6.1.02.04	Facilitates change
6.1.02.05	Understands the principles of situational leadership
6.1.02.06	Understands the principles of Management By Objectives (MBO) and performance evaluation

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Supply Chain and Logistics Design Level 6

Process Management

6.2.03.01	Analyses the supply chain by using value stream mapping
6.2.03.02	Understands what is required to implement a lean & agile supply chain
6.2.03.03	Applies problem solving techniques
6.2.03.04	Implements reverse logistics
6.2.03.05	Understands the elements of a Cost-to-Serve model
6.2.03.06	Identifies and implements supply chain Key Performance Indicators (KPIs)
6.2.03.07	Applies lean techniques to identify process improvement opportunities
6.2.03.08	Uses modelling to explore the impact of options on the supply chain
6.2.03.09	Performs software functionality tests

Change and Project Management

6.2.04.01	Defines and manages the scope of a project
6.2.04.02	Establishes project governance structure
6.2.04.03	Understands the concept of project management life cycle
6.2.04.04	Applies phase gate process to a project
6.2.04.05	Coaches projects managers
6.2.04.06	Applies a project methodology whilst managing a project
6.2.04.07	Manages the costs of project
6.2.04.08	Understands project quality management
6.2.04.09	Implements a continuous improvement programme

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Supply Chain and Logistics Planning Level 6

Demand, Production and Distribution Requirements Planning

6.3.05.01	Improves the demand management process
6.3.05.02	Implements collaborative forecasting
6.3.05.03	Understands push/pull planning
6.3.05.04	Optimises planning parameters to fine tune inventory holding
6.3.05.05	Establishes safety stock
6.3.05.06	Optimise Distribution Requirements Planning (DRP)
6.3.05.07	Understands how to adapt inventory holding taking into account product cycle
6.3.05.08	Identifies causes for stock obsolescence and redundancy and propose ways for minimising this
6.3.05.09	Runs the demand management, supply management and the scenario analysis of the Sales and Operations Planning (S&OP) process
6.3.05.10	Understands functionalities of inventory optimisation tools
6.3.05.11	Implements Vendor Management Inventory (VMI) process
6.3.05.12	Develops Key Performance Indicators (KPIs) relative to inventory management
6.3.05.13	Selects and implements appropriate Information Technology Systems (ITS) such as Advanced Planning Systems (APS)

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Supply Chain and Logistics Execution Level 6

Warehousing

6.4.06.01	Optimises warehouse costs
6.4.06.02	Implements a health and safety programme
6.4.06.03	Improves receipt of goods from suppliers
6.4.06.04	Selects appropriate storage systems
6.4.06.05	Implements a 5S programme in warehouse environment
6.4.06.06	Performs warehouse risk management assessments
6.4.06.07	Defines and implements Key Performance Indicators (KPIs) to improve warehouse operations
6.4.06.08	Understands and implements appropriate technology in warehousing
6.4.06.09	Selects and implements appropriate IT systems such as a warehouse management system (WMS)

Transportation

6.4.07.01	Optimises transport mode selection
6.4.07.02	Evaluates freight market and selects appropriate carriers
6.4.07.03	Implements transport supplier agreements
6.4.07.04	Optimises transport scheduling
6.4.07.05	Selects logistics service providers
6.4.07.06	Designs a distribution network
6.4.07.07	Defines and implements Key Performance Indicators (KPIs) to improve transportation
6.4.07.08	Selects and Implements appropriate Information Technology (IT) systems such as a transport management systems (TMS)

Sourcing

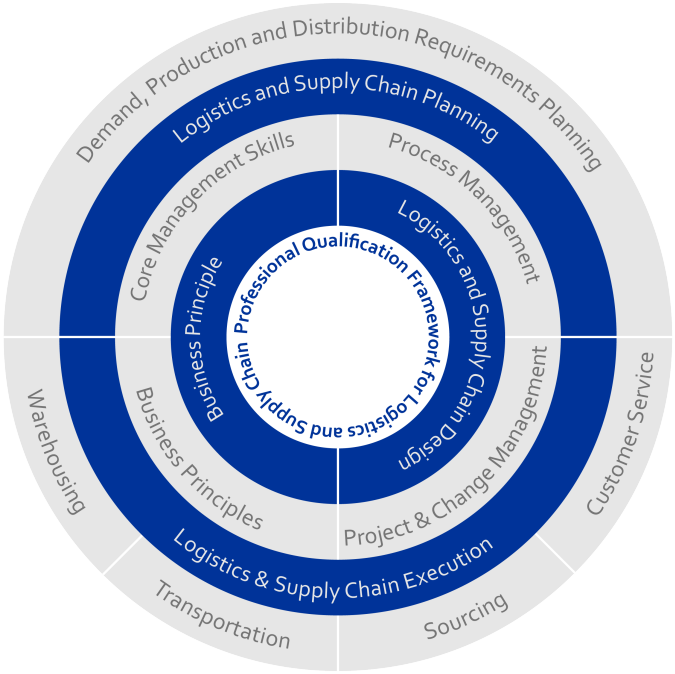
6.4.08.01	Prepares sourcing plans
6.4.08.02	Establishes supplier agreements
6.4.08.03	Creates and manages collaborative supplier relationships
6.4.08.04	Optimises negotiation strategies with all involved stakeholders
6.4.08.05	Standardises and optimises operational purchasing processes
6.4.08.06	Selects and implements electronic (e)-Procurement tools

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Customer Service

6.4.09.01	Implements a customer service policy
6.4.09.02	Establishes a customer service organisation
6.4.09.03	Defines and implements Key Performance Indicators (KPIs) to improve customer service
6.4.09.04	Selects and implements appropriate Information Technology Systems (ITS) such as Customer Relationship Management (CRM) systems

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ELA EQF QUALIFICATION STANDARDS

Strategic Management level
European Master Logistician - EMLog
EQF Level 7

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Business Principles Level 7

Business Principles

7.1.01.01	Understands the impact of supply chain design on company taxation
7.1.01.02	Identifies and manages enterprise risk
7.1.01.03	Evaluates the impact of government and politics on business strategy
7.1.01.04	Understands the implications of contract law
7.1.01.05	Develops appropriate Key Performance Indicators (KPIs) and Service Level Agreements (SLAs) for inclusion in contracts
7.1.01.06	Manages contracts life cycle with third party service providers and suppliers

Core Management Skills

7.1.02.01	Demonstrates excellent communication skills
7.1.02.02	Influences and coaches others to achieve superior performance
7.1.02.03	Demonstrates strategic thinking
7.1.02.04	Facilitates change

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Supply Chain and Logistics Design Level 7

Process Management

7.2.03.01	Understands the drivers to supply chain transformation
7.2.03.02	Understands leading and lagging Key Performance Indicators (KPIs)
7.2.03.03	Derives an appropriate supply chain strategy from the business strategy
7.2.03.04	Understands how sustainability might impact on the supply chain
7.2.03.05	Understands the impact of technological innovation on supply chain design
7.2.03.06	Manages lean projects to identify and reduce waste
7.2.03.07	Improves synchronisation along the supply chain
7.2.03.08	Understands and implements lean flow principles

Change and Project Management

7.2.04.01	Acts as an expert in phase gate models in projects
7.2.04.02	Applies principles of change management
7.2.04.03	Coaches managers to manage change
7.2.04.04	Initiates change management programmes
7.2.04.05	Completes project risk assessment
7.2.04.06	Makes the business case for supply chain automation and systems

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Supply Chain and Logistics Planning Level 7

Demand, Production and Distribution Requirements Planning

7.3.05.01	Improve forecasting process
7.3.05.02	Implements Sales and Operations Planning (S&OP) process
7.3.05.03	Implements push/pull planning systems
7.3.05.04	Optimises inventory within a multi echelon inventory management systems
7.3.05.05	Understands relationship between New Product Development (NPD) and Supply Chain Management (SCM)
7.3.05.06	Assesses supply chain risks
7.3.05.07	Manages the Material Review Board (MRB)
7.3.05.08	Implements process to achieve end-to-end supply chain visibility
7.3.05.09	Deploys a multi criteria inventory categorisation model

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Supply Chain and Logistics Execution Level 7

Warehousing

7.4.06.01	Determines whether to outsource warehouse operations
7.4.06.02	Implements sustainable warehouse policies and practices
7.4.06.03	Implements lean warehouse policies
7.4.06.04	Implements collaborative agreements with service providers

Transportation

7.4.07.01	Seeks collaboration to improve load utilisation
7.4.07.02	Implements freight optimisation strategies
7.4.07.03	Implements sustainable transportation management programmes
7.4.07.04	Links transportation costs with business strategy

Sourcing

7.4.08.01	Establishes a strategic procurement programme
7.4.08.02	Manages outsourcing projects
7.4.08.03	Manages Total Costs of Ownership (TCO) of sourced services and goods
7.4.08.04	Implements Supplier Relationship Management (SRM)
7.4.08.05	Implements a category management approach

Customer Service

7.4.09.01	Understands use of social media in customer service processes
7.4.09.02	Implements Voice of the Customer (VOC) programmes
7.4.09.03	Implements effective Service Level Agreements (SLA)
7.4.09.04	Implements preventive complaint handling process

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