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## INTRODUCTION

The 1998 version of the Transport and Distribution Training Package contains ten documents:

- Users Guide
- Assessment Guidelines
- Road Transport Competency Standards
- Warehousing Competency Standards
- Stevedoring Competency Standards
- Rail Operations Competency Standards
- Rail Passenger Services Competency Standards
- Rail Civil Infrastructure Competency Standards
- Rail Freight Services Competency Standards
- Logistics Competency Standards

Each Competency Standards manual includes the framework which details the requirements for completion of a qualification, under the Australian Qualification Framework.

It is important that this manual be used in conjunction with the Users Guide and Assessment Guidelines. Users should also reference the Australian Recognition Framework.

The Transport and Distribution Training Package is subject to continuous improvement with new occupational areas and industry sectors being included as industry identifies the need. It is suggested that users confirm the status of it's manual prior to use. Confirmation can be given from:

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## AUSTRALIAN QUALIFICATIONS FRAMEWORK

The Transport and Distribution Training Package provides significant flexibility to Registered Training Organisations, enterprises and individuals in packaging units together which lead to a qualification.

This level of flexibility reflects the multiple job roles, enterprise requirements and changing technological nature of the industry. It is expected however that users of this training package select units, which packaged together, provide a coherent qualification, inclusive of all the competencies necessary to fulfill occupation requirements.

Importantly, the flexibility of packaging available within the qualifications framework must be considered within the responsibility of individuals, enterprises and/or industry codes of practice necessary at an occupational level.

In packaging units together to form a training program, users should be aware of requirements set out in the Transport and Distribution Assessment Guidelines, and the Australian Recognition Framework. The qualification framework within this manual provides the units available within each qualification level and requirements for completion of a qualification.

**CHARACTERISTICS OF THE QUALIFICATION**

**Title:**

Diploma in Transport and Distribution (Logistics)

**Rationale:**

Breadth, depth and complexity covering planning and initiation of alternative approaches to skills or knowledge application across a broad range of technical and/or management equipment, services and techniques for self and others.

The self-directed application of knowledge and skills, with substantial depth in some areas where judgement is required in planning and selecting appropriate equipment, services and techniques for self and others.

Application involves participation in development of strategic initiatives, as well as personal responsibility and autonomy in performing complex technical operations or organising others. It may include participation in teams concerned with planning and evaluation functions. Group or team coordination may be involved

The degree of emphasis on breadth as against depth of knowledge and skills may vary between qualifications granted at this level.

**Qualification Contents:**

Units may be selected from the following units of Competency aligned to the Diploma.

<b>FIELD</b>	<b>UNIT</b>
<b>A Handling Stock</b>	TDT A27 98A Evaluate and Select Bulk Handling and Storage Resources
	TDT A29 98A Plan and Manage Storage of Dangerous Goods and Hazardous Substances
<b>B Equipment Checking &amp; Maintenance</b>	TDT B10 98A Plan and Implement Maintenance Schedule
<b>D Load Handling</b>	TDT D25 98A Plan Loading of Dangerous Goods
	TDT D26 98A Plan and Organise Movement and Storage of Bulk Materials
<b>F Occupational Health &amp; Safety</b>	TDT F15 98A Conduct Environmental Audits
<b>J Quality</b>	TDT J7 98A Conduct Internal Quality Audits
<b>K Computers and Technology</b>	TDT K6 98A Evaluate Software Requirements and Hardware Enhancements
<b>L Resource Management</b>	TDT L12 98A Apply Workplace Knowledge to Plan Improvements to Operations
	TDT L13 98A Establish and Manage Effective Workplace Relationships
	TDT L14 98A Evaluate and Select Warehouse Equipment and Operating Systems
	TDT L15 98A Manage Change Processes within the Organisation
	TDT L16 98A Implement and Monitor Quality Improvement Systems and Processes
	TDT L18 98A Select Employees and Manage Employee Performance
	TDT L19 98A Implement and Monitor Transport Logistics
	TDT L20 98A Develop and Maintain Operational Procedures for Transport & Distribution Enterprises
<b>O Security</b>	TDT O5 98A Plan and Manage Security Procedures for the Enterprise
	TDT O6 98A Plan and Manage Security Procedures for Transferring and Transporting Dangerous Goods

FIELD	UNIT
P Business Planning	TDT P6 98A Establish International Distribution Networks TDT P7 98A Contribute to the Development of a Workplace Learning Environment
Q Financial Management	TDT Q2 97A Set and Achieve Budgets
	TDT Q8 98A Negotiate a Contract
R Procurement	TDT R3 98A Contract Transport and Distribution Services

**Requirements for completion of the Qualification:**

A successful assessment outcome of 7 of the 19 units within this qualification consistent with the transport and distribution training package assessment guidelines. In addition successful assessment against the underpinning knowledge component of 28 units to certificate level 4 in transport and distribution.



**CHARACTERISTICS OF THE QUALIFICATION**

**Title:**

Advanced Diploma in Transport and Distribution (Logistics)

**Rationale:**

Breadth depth and complexity involving analysis, diagnosis, design, planning, execution and evaluation across a broad range of technical and/or management functions including development of new criteria or application or knowledge or procedures.

The application of a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts in relation to either varied or highly specific functions.

Contribution to the development of a broad plan, budget or strategy is involved and accountability for self and others in achieving the outcomes is involved.

Application involve significant judgement in planning, design, technical or leadership/guidance functions related to products, services, operations or procedures

The degree of emphasis on breadth as against depth of knowledge and skills may vary between qualifications granted at this level.

**Qualification Contents:**

Units may be selected from the following units of Competency aligned to the Advanced Diploma.

<b>FIELD</b>	<b>UNIT</b>
F    Occupational Health & Safety	TDT F5 97A    Establish, Maintain and Evaluate the OH&S System
L    Resource Management	TDT L17 98A    Plan Domestic Transport Logistics
P    Business Planning	TDT P3 98A    Implement, Maintain and Evaluate Dangerous Goods Transport Procedures within the Workplace
	TDT P4 98A    Develop a Transport and Distribution Business Plan
	TDT P8 98A    Manage a Transport and Distribution Business Unit
	TDT P9 98A    Plan and Maintain Warehouse Layouts and Inventory Systems
	TDT P11 98A    Develop and Evaluate Strategies for Transport & Distribution Enterprise
	TDT RP01 98A    Plan Train Support Activities
Q    Financial Management	TDT Q5 98A    Set, Monitor and Evaluate Budgets for Business Units

**Requirements for completion of the Qualification:**

A successful assessment outcome of 7 out of 8 units of competency of which 4 units must be aligned with this qualification consistent with the Transport and Distribution Training Package Assessment Guidelines. Remaining units required for this qualification may be drawn from other industry's Training Packages aligned at AQF 6.

## LOGISTICS COMPETENCY STANDARDS

### COMPETENCY STANDARDS

- Are the criteria to be used for any assessment leading to national recognised qualifications
- Are required to provide sufficient detail for a proper assessment of competency
- Must reflect workplace competency needs, they are not a course of training
- Are made of building blocks called units. A collection of units of competency (Competency Standards) needs to cover the full range of work activities within an industry. Sometimes units of competency from other industry sectors may be used to reduce duplication. Assessments will group together relevant units of competency
- Are to be used for assessment of new or existing employees and may assist employees to assess their own skills and knowledge and identify where training is needed
- Need to be able to be used flexibly by enterprises to reflect the different job roles and functions of individuals as well as the different business activities of the enterprise
- Competency Standards are intended to describe industry's perspective of work requirements for the industry sector or across industry.

#### Standards Describe:

- The kinds of skills, knowledge and attributes needed to be applied in work activities
- The indicators that describe when someone performs these activities well
- What employers and workers describe as required work competence
- The criteria used for assessment of competency

The Standards are not a curriculum document or a training program. Standards provide a basis for assessment including the recognition of current competency within the National Training Framework.

### STRUCTURE AND LAYOUT OF THE STANDARDS

Each unit of competency consists of:

- Elements
- Performance criteria
- Evidence guide
- Range of variables

Performance Criteria, Range of Variables and Evidence Guides together identify what must be assessed for a unit of competency within the framework provided by the elements statements. Units of Competency may be assessed (and learned) in an integrated fashion with other units of competency.

## **UNITS OF COMPETENCY**

Describe a broad area of performance.

Units of competency must:

- Be transferable and integrate a number of skills
- Define a major skills area of industry
- Relate to realistic work place activities
- Allow contextualisation to particular workplaces, products, work systems and circumstances whilst maintaining transferability

Successful achievement of units of competency would normally require the use of several skills and the application of knowledge, attitudes and values in the work.

Contextualisation and customisation must maintain the integrity of the units of competency.

## **ELEMENTS OF COMPETENCY**

Identify and describe actions of outcomes (performances) which are observable. They are the smallest logical, identifiable, discrete sub-groupings of actions and knowledge that make up a unit of competency.

They are the component activities of the unit.

An element defines the skills associated with the unit. Elements provide further information on the scope of the unit of competency.

## **PERFORMANCE CRITERIA**

Outline what people do to display competency.

Performance criteria are as precise as possible.

They:

- Describe evidence that is observable
- Describe only essential aspects of performance
- Refer to the work requirements where practicable
- Describe aspects of work organisations and the overall work role
- Avoid specifying procedures or methods

## **RANGE OF VARIABLES**

Specify the range of contexts and conditions in which the competency is valid. Information must include:

- Legislation such as Occupational Health and Safety
- The range of equipment, processes and procedures
- Requirements arising from enterprise procedures
- Special characteristics and needs of customers
- Particular locations
- The range of applications arising from particular quality assurance systems

## EVIDENCE GUIDES

Cover the required evidence of competency including the critical aspects of a unit including underpinning knowledge and the relationship of the unit to other units of competency.

The Evidence Guides provide information for assessors and candidates, supplementing information given in the Performance Criteria.

## KEY COMPETENCIES

There are also competencies that underlie all work, the Key Competencies. Key competencies are integrated within the units of competency and are allocated to three performance levels.

Key Competencies are seen to have the capacity to assist in the transfer of knowledge and skill to new situations eg. different equipment or software, new processes.

### 1. *Collecting, analysing and organising information*

The capacity to locate information, sift and sort information in order to select what is required and present it in a useful way, and evaluate both the information itself and the sources and methods to obtain it.

### 2. *Communicating ideas and information*

The capacity to communicate effectively with others using a range of spoken, written, graphic and other non-verbal means of expression.

### 3. *Planning and organising activities*

The capacity to plan and organise one's own work activities, including making good use of time and resources, sorting out priorities and monitoring one's own performance.

### 4. *Working with others in teams*

The capacity to interact effectively with other people both on a one-to-one basis and in groups, including understanding and responding to the needs of a client and working effectively as a member of a team to achieve a shared goal.

### 5. *Using mathematical ideas and techniques*

The capacity to use concepts such as number, space and measurement and techniques such as estimation for practical purposes.

### 6. *Solving problems*

The capacity to apply problem solving strategies in purposeful ways, both in situations where the problem and the desired solution are clearly evident and in situations requiring critical thinking and a creative approach to achieve an outcome.

### 7. *Using technology*

The capacity to apply technology, combining the physical and sensory skills needed to operate equipment with the understanding of scientific and technological principles needed to explore and adapt systems. (Mayer, 1992)

## SUMMARY OF KEY COMPETENCY STRANDS AND LEVELS

KEY COMPETENCIES	PERFORMANCE LEVEL 1	PERFORMANCE LEVEL 2	PERFORMANCE LEVEL 3
1. Collecting, analysing and organising ideas and information	Access and record - single source	Access, select and record - more than one source	Access, evaluate and organise - range of sources
2. Communicating ideas and information	Simple - familiar setting	Complex - particular context	Complex - variety of contexts
3. Planning and organising activities	Under supervision	With guidance	Independently initiate and evaluate complex activity
4. Working with others and in teams	Familiar activities	Help formulate and achieve goals	Collaborate in complex activities
5. Using mathematical ideas and techniques	Simple tasks	Select appropriate complex tasks	Evaluate and adapt as appropriate for task
6. Solving problems	Routine - minimal supervision Exploratory - close supervision	Routine - independently Exploratory - with guidance	Complex problems Implement systematic approach; explain processes
7. Using technology	Reproduce or present basic product or service	Construct organise or operate products or services	Design or tailor products or services

Unit TDT A27 98A EVALUATE AND SELECT BULK HANDLING AND STORAGE RESOURCES

Field A Handling Stock

**DESCRIPTION:**

**Skills and knowledge required to plan and select resources for handling and storing materials in bulk form**

ELEMENT	PERFORMANCE CRITERIA
<p>1. Define objectives of required handling and storage operation</p>	<p>a. Requirements for bulk handling and storage activities are identified, including:</p> <ul style="list-style-type: none"> <li>a.1. types of bulk materials</li> <li>a.2. quantities</li> <li>a.3. handling requirements including any special equipment or operating procedures required</li> <li>a.4. storage requirements</li> <li>a.5. stock control methods</li> <li>a.6. negating contaminant sources</li> <li>a.7. controlling pest infestation</li> </ul> <p>b. Current best practice and future trends for handling and storage equipment are assessed and compared to present operations</p> <p>c. Consideration of organisational goals and present capabilities and constraints is undertaken in selecting bulk handling and storage resources</p>
<p>2. Specify equipment and system performance requirements</p>	<p>a. Bulk handling and storage equipment and system requirements are documented</p> <p>b. Performance measures for equipment and system operations are developed and documented</p> <p>c. Consultations are conducted with relevant employees and management to verify documented requirements</p>
<p>3. Evaluate and select bulk handling and storage resources</p>	<p>a. The range of bulk handling and storage equipment and facilities which meet specifications are researched for costs and benefits including potential adaptability for new business opportunities</p> <p>b. A rating system is instigated to facilitate comparisons of cost/benefits and other qualitative properties of bulk handling and storage equipment and systems</p> <p>c. An analysis of current employee competency to required competency is undertaken and documented</p> <p>d. Equipment is selected based on comparisons of performance specifications including cost, output, set up requirements, maintenance and retraining</p>
<p>4. Document processes</p>	<p>a. Workplace documentation is completed as appropriate</p> <p>b. Handling and storage requirements are documented and communicated to relevant personnel</p> <p>c. Reports are compiled and forwarded to appropriate personnel</p>

## Range of Variables

### EVALUATE AND SELECT BULK HANDLING AND STORAGE RESOURCES

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Warehousing, Storage Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Workplace statistics</li> <li>g. Communications technology equipment, oral, aural or signed communications</li> <li>h. Personal and work area work procedures and practices</li> <li>i. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>i.1. workplace agreements and awards</li> <li>i.2. occupational health &amp; safety procedures</li> </ul> </li> <li>j. Applicable State, Territory, Commonwealth legislative framework concerning:</li> <li>k. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors               <ul style="list-style-type: none"> <li>k.1. Workplace Relations</li> <li>k.2. Workers Compensation</li> <li>k.3. Hazardous substances and dangerous goods</li> <li>k.4. Environment Protection</li> <li>k.5. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>l. Standards and certification requirements</li> <li>m. License, Patent or copyright arrangements</li> <li>n. Quality assurance procedures</li> <li>o. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Bulk handling equipment includes conveyors, chutes, motorised equipment</li> <li>b. Storage facilities includes warehouses, stockpiles, silos, containers</li> <li>c. Storage may be in bulk, break bulk, containerized, unitized, palletized</li> </ul>

## Evidence Guide

### EVALUATE AND SELECT BULK HANDLING AND STORAGE RESOURCES

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. select appropriate handling and storage resources</li> <li>a.2. specify performance measures for evaluating systems, facilities and equipment</li> <li>a.3. manage own work to achieve organisational goals and required results</li> <li>a.4. suggest improvements to existing operations and negotiate changes</li> <li>a.5. identify requirements of tasks and organise planning, job completion and evaluation stages</li> <li>a.6. locate, interpret and apply relevant information</li> <li>a.7. provide customer/client service and work effectively with others</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. focus of operation of inventory systems, resources, management and workplace operating systems</li> <li>a.3. capability of equipment to complete the required tasks</li> <li>a.4. resource availability including the competencies of individuals in the team / group</li> <li>a.5. coaching and mentoring approaches to support team members to share knowledge and skills</li> <li>a.6. enterprise business policies and plans including procedures for the handling and storage of materials</li> <li>a.7. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Existing resources, future requirements and equipment lists</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when allocating tasks :               <ul style="list-style-type: none"> <li>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>f.2. enterprise policies including issue resolution and grievance procedures</li> <li>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>g. Arranges activities to achieve goals and results</li> <li>h. Uses consultative approaches to evaluate storage and handling methods</li> <li>i. Organisational performance is improved through selection of efficient and cost effective handling and storage resources</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	2



Unit TDT A29 98A PLAN AND MANAGE STORAGE OF DANGEROUS GOODS AND HAZARDOUS SUBSTANCES

Field A Handling Stock

**DESCRIPTION:**

**Skills and knowledge required to locate, store and monitor dangerous goods and hazardous substances**

ELEMENT	PERFORMANCE CRITERIA
<p>1. Analyse storage requirements</p>	<p>a. Legislative requirements and enterprise policies for the storage of hazardous substances and dangerous goods are identified</p> <p>b. Hazard analysis for the types of goods are considered including:</p> <ul style="list-style-type: none"> <li>b.1. Quantity</li> <li>b.2. Access</li> <li>b.3. Co-storage/segregation requirements</li> <li>b.4. Licensing requirements</li> <li>b.5. Incident procedures</li> <li>b.6. Provision of emergency equipment, facilities and procedures</li> <li>b.7. Emergency requirements</li> <li>b.8. Temperature / humidity control</li> <li>b.9. Pressure control</li> <li>b.10. Community consultation</li> </ul> <p>c. Options for the type and location of storage facilities are evaluated</p> <p>d. Selected site, content and storage facilities are documented in accordance with enterprise policy and related regulations</p> <p>e. Signage/placarding are established/positioned in accordance with relevant legislation</p>
<p>2. Schedule work</p>	<p>a. Relocation / location schedule is compiled based on operational constraints and requirements and materials to be handled</p> <p>b. Schedule is documented in accordance with workplace procedures</p> <p>c. Inspection and monitoring timetable is established</p> <p>d. Risk management strategy including development of contingency plans is documented</p> <p>e. Relevant documentation concerning the storage of dangerous goods and hazardous substances is circulated to appropriate personnel</p>
<p>3. Organise activities</p>	<p>a. Personnel possessing the required competencies for handling and storing the goods are identified</p> <p>b. (Any) required transportation, storage or monitoring equipment is arranged for site</p> <p>c. Planned activities are notified to appropriate personnel</p> <p>d. Relevant permits and licenses are obtained or checked for currency</p> <p>e. Schedule of observations and tests for the goods are determined and communicated to relevant personnel</p> <p>f. Emergency management/incident training is arranged for affected employees</p>
<p>4. Evaluate and monitor dangerous goods and hazardous substances storage compliance</p>	<p>a. Reporting methods for monitoring of goods are identified, selected and implemented</p> <p>b. Reporting relationships and channels of communication for forwarding monitoring outcomes are identified</p> <p>c. Reviews of storage procedures and requirements is undertaken to comply with workplace procedures and regulatory requirements</p>

## Range of Variables

### PLAN AND MANAGE STORAGE OF DANGEROUS GOODS AND HAZARDOUS SUBSTANCES

VARIABLE	SCOPE
1. Workplace context	<p>a. This unit covers work in the bulk handling, dangerous goods and freight forwarding sections of the Transport and Distribution industry</p> <p>b. Work normally performed under general supervision</p> <p>c. Customers may be internal or external</p> <p>d. Operations conducted day or night</p> <p>e. Environment may include movement of equipment, goods, materials and vehicular traffic</p> <p>f. Hazards may include:</p> <p>f.1. hazardous or dangerous materials</p> <p>f.2. contamination of, or from, materials being handled</p> <p>f.3. fire/explosions</p> <p>f.4. noise, light, energy sources</p> <p>f.5. stationary and moving machinery, parts or components</p> <p>f.6. radio-active goods</p> <p>f.7. dust/vapours</p> <p>f.8. service lines</p> <p>f.9. spills, leakages, ruptures</p> <p>g. Hazard management is consistent with the principle of hierarchy of control with elimination, substitution, isolation and engineering control measures being selected before safe working practices and personal protective equipment</p> <p>h. Requirements for work may include:</p> <p>h.1. site restrictions and procedures</p> <p>h.2. use of safety and personal protection equipment</p> <p>h.3. communications equipment</p> <p>h.4. specialised lifting and/or handling equipment</p> <p>h.5. incident/accident breakdown procedures</p> <p>h.6. additional gear and equipment</p> <p>h.7. noise restrictions</p> <p>h.8. hours of operations</p> <p>h.9. authorities and permits</p> <p>i. Consultative processes may involve:</p> <p>i.1. other employees and supervisors</p> <p>i.2. suppliers, potential customers and existing clients</p> <p>i.3. government instrumentalities and emergency services</p> <p>i.4. management and union representatives</p> <p>i.5. industrial relations, Occupational Health and Safety specialists, other maintenance, professional or technical staff</p>
2. Sources of information / documents may include:	<p>a. Safe Working Load (SWL) and Working Load Limit (WLL)</p> <p>b. Operations manuals, job specifications and procedures and induction documentation</p> <p>c. Competency standards and training materials</p> <p>d. Manufacturer's specifications, instructions and labelling advice including materials safety data sheets</p> <p>e. Workplace operating procedures and policies</p> <p>f. Australian Dangerous Goods Code</p> <p>g. Supplier and/or client instructions</p> <p>h. Australian and International standards, criteria and certification requirements</p> <p>i. Communications technology equipment, oral, aural or signed communications</p> <p>j. Conditions of service, legislation and industrial agreements including:</p> <p>j.1. workplace agreements and awards</p> <p>j.2. occupational health &amp; safety procedures</p> <p>k. Applicable State, Territory, Commonwealth legislative framework concerning:</p> <p>k.1. Occupational Health &amp; Safety</p> <p>k.2. Workplace Relations)</p> <p>k.3. Workers Compensation</p> <p>k.4. Environment Protection Legislation</p> <p>k.5. Equal Opportunity, Equal Employment Opportunity and Affirmative Action Legislation</p> <p>k.6. Traffic Acts</p> <p>k.7. Dangerous goods and hazardous substances</p> <p>l. Standards and certification requirements</p> <p>m. Quality assurance procedures</p> <p>n. Emergency procedures</p>
3. Unit specific factors	<p>a. Exposure may be to corrosive chemicals, solvents and adhesives, carcinogenic and other harmful substances, movement of equipment, goods, vehicles</p> <p>b. Regulatory controls and workplace procedures govern requirements for co-storage, volume, mass and required controls</p> <p>c. Relevant Australian Standards may include: AS 1216, AS 1596, AS 1894, AS 1940, AS 2030.1-4, AS 2508.2.001-013, AS 2508.3.001-014</p>

## Evidence Guide

### PLAN AND MANAGE STORAGE OF DANGEROUS GOODS AND HAZARDOUS SUBSTANCES

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. plan and assess options for the safe and efficient storage of dangerous goods and hazardous substances to regulatory requirements as a minimum</li> <li>a.2. identify container markings and HAZCHEM codes</li> <li>a.3. undertake a hazard analysis</li> <li>a.4. estimate weight and volume of goods to be stored and any special requirements</li> <li>a.5. select appropriate equipment and work systems</li> <li>a.6. communicate effectively in writing and respond to telephone and verbal inquiries</li> <li>a.7. identify potential hazards and plan work to minimise risks when transferring and storing the goods</li> <li>a.8. determine (any) required permits/licencing</li> <li>a.9. use appropriate communication strategies and equipment</li> <li>a.10. locate, interpret and apply relevant information</li> <li>a.11. maintain enterprise records and documentation</li> <li>a.12. identify and safely handle equipment and goods, apply hierarchy of control</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role or function</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. equipment applications, capacities, configurations, safety hazards and control mechanisms</li> <li>a.3. Implications of OHS/OSH legislation and codes of practice</li> <li>a.4. permit and licence requirements</li> <li>a.5. application of relevant Australian Standards</li> <li>a.6. operational procedures for safe transfer and storage of goods</li> <li>a.7. prioritising work and co-ordinating self in relation to activities</li> <li>a.8. enterprise work procedures</li> <li>a.9. focus of operation of work systems and equipment</li> <li>a.10. application of relevant agreements, codes of practice or other legislative requirements</li> <li>a.11. identification and correct use of equipment, processes and procedures</li> <li>a.12. planning own work including predicting consequences and identifying improvements</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. a. Job requirements for transfer and storage</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Modifies activities (within scope of authority) to cater for variations in workplace contexts and environment</li> <li>c. Effectively negotiates to resolve issues and problems</li> <li>d. Uses organisational structures effectively to complete work operations</li> <li>e. Demonstrates consistency of performance over time and in a range of contexts</li> <li>f. Shows evidence of application of relevant workplace procedures including:               <ul style="list-style-type: none"> <li>f.1. codes of practice, hazard policies and procedures</li> <li>f.2. issue resolution procedures</li> <li>f.3. job procedures and work instructions</li> <li>f.4. guidelines relating to the safe use of machinery and equipment</li> <li>f.5. quality assurance procedures (where existing)</li> <li>f.6. security procedures</li> <li>f.7. housekeeping processes</li> <li>f.8. waste, pollution and recycling management processes</li> </ul> </li> <li>g. Action taken promptly - accidents and incidents reported within regulatory requirements and following workplace procedures</li> <li>h. Work completed systematically in accordance with safe operating procedures to minimise the risk of injury to self or others or damage to goods, equipment or products</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated job orders, work instructions and deadlines</li> </ul>

#### KEY COMPETENCIES

Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	2	2	3	2

Unit TDT B10 98A PLAN AND IMPLEMENT MAINTENANCE SCHEDULES

Field B Equipment checking and maintenance

**DESCRIPTION:**

**Skills and knowledge required to plan and implement maintenance processes within the enterprise.**

ELEMENT	PERFORMANCE CRITERIA
1. Establish maintenance requirements	<ul style="list-style-type: none"> <li>a. Equipment specifications, service requirements and workplace procedures are checked for recommended maintenance intervals and processes</li> <li>b. Special requirements for maintenance of storage zones are identified</li> <li>c. Comparisons with previous experience, future equipment use, work requirements and standard operating procedures are made to inform the planning process</li> <li>d. Work plan and work schedule are developed</li> <li>e. Contractors and/or maintenance providers (internal/external) are identified</li> <li>f. Costings for process are identified based on work schedule (equipment/staff off-line), equipment manufacturers' recommendations, charges for materials, equipment and consumables and external/internal labor charges</li> <li>g. Required interruptions, processes and procedures are documented and recorded</li> <li>h. Clearances for any required costs for maintenance are obtained</li> </ul>
2. Organise maintenance activities	<ul style="list-style-type: none"> <li>a. Work schedules and staff rosters are checked to identify time(s) when the maintenance process may be scheduled including optimum timing for (any) shut down</li> <li>b. Permission from supervisory personnel is obtained for timing of maintenance to optimise the maintenance process and work</li> <li>c. Detailed work plans are developed to accord with:               <ul style="list-style-type: none"> <li>c.1. work schedules</li> <li>c.2. availability of expertise</li> <li>c.3. scheduling of resource availability</li> </ul> </li> <li>d. Employees with the required competencies are identified and where necessary appropriate training and assessment is facilitated</li> <li>e. Approvals for work schedule, employee work pattern and maintenance schedule adjustments are obtained and workplan is refined to ensure the maintenance program will maintain workplace outputs in terms of workplace policy</li> </ul>
3. Assemble requirements	<ul style="list-style-type: none"> <li>a. Resources required (equipment, personnel and consumables) to meet requirements are allocated</li> <li>b. Consumables, equipment and expertise are located and co-ordinated to meet maintenance work schedule</li> <li>c. Externally sourced equipment, consumables and expertise are identified and appropriate arrangements made for procurement</li> </ul>
4. Complete maintenance procedures	<ul style="list-style-type: none"> <li>a. Completed work is checked against the maintenance schedule and the work plan</li> <li>b. Records of work are completed and forwarded to appropriate personnel noting areas where additional maintenance is required to maintain optimum work output and equipment life</li> </ul>

## Range of Variables

### PLAN AND IMPLEMENT MAINTENANCE SCHEDULES

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Warehousing, Storage Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Statistical information</li> <li>g. Communications technology equipment, oral, aural or signed communications</li> <li>h. Personal and work area work procedures and practices</li> <li>i. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>i.1. workplace agreements and awards</li> <li>i.2. occupational health &amp; safety procedures</li> </ul> </li> <li>j. Applicable State, Territory, Commonwealth legislative framework concerning:               <ul style="list-style-type: none"> <li>j.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>j.2. Workplace Relations</li> <li>j.3. Workers Compensation</li> <li>j.4. Hazardous substances and dangerous goods</li> <li>j.5. Environment Protection</li> <li>j.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>k. Standards and certification requirements</li> <li>l. License arrangements</li> <li>m. Quality assurance procedures</li> <li>n. m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Maintenance may be cyclical or for particular purposes</li> </ul>

## Evidence Guide

### PLAN AND IMPLEMENT MAINTENANCE SCHEDULES

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. plan maintenance schedules to integrate effectively and efficiently within the enterprise</li> <li>a.2. apply leadership skills to the completion of maintenance schedules including the allocation and delegation of tasks, resource procurement and assembly</li> <li>a.3. manage own work to achieve organisational goals and required results</li> <li>a.4. suggest improvements to housekeeping and zone organisation operations and negotiate changes</li> <li>a.5. identify requirements of tasks and organise planning, job completion and evaluation of outcomes</li> <li>a.6. locate, interpret and apply relevant information</li> <li>a.7. provide customer/client service and work effectively with others</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>b. understanding and knowledge of the application of current competencies within functional activity</li> <li>c. focus of operation of storage systems, resources, management and workplace operating systems</li> <li>d. characteristics and capabilities of equipment, materials and processes used</li> <li>e. identification of the factors in work schedules, time and resource requirements (including sourcing expertise external to the work team) when scheduling the maintenance process</li> <li>f. application of relevant agreements, codes of practice or other legislative requirements</li> <li>g. environmental and health and safety implications of storage and work systems</li> <li>h. resource availability including the competencies of individuals in the team / group</li> <li>i. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Storage facility, maintenance schedules and organisational requirements</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Coordination of maintenance including internal/external expertise, consumables, tools and equipment impact on normal work is minimised</li> <li>g. Work activities of other employees is supervised and assistance to others is provided</li> <li>h. Maintenance activities are consistent with accepted workplace practices and manufacturer's procedures and specifications</li> <li>i. Arranges work to achieve goals and results</li> <li>j. Uses consultative approaches to implement and evaluate organisational change</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

### KEY COMPETENCIES

Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	2

**DESCRIPTION:**

**Skills and knowledge required to assess goods to be handled; plan and document loading operations**

ELEMENT	PERFORMANCE CRITERIA
1. Assess goods / freight to be loaded	<ul style="list-style-type: none"> <li>a. Classification of goods / freight shipping documentation is assessed for compliance to the goods being loaded and for compliance with the Australian Dangerous Goods Code</li> <li>b. The degree of risk for transported dangerous good(s) is determined in accordance with the Australian Dangerous Goods Code</li> <li>c. Where applicable, compatibility of dangerous goods is assessed and segregation and storage requirements planned in accordance with legislative and enterprise requirements</li> <li>d. Dangerous goods are assessed for compatibility and safe transport with intended packaging configuration / container</li> <li>e. Marking and placarding of loads is determined in accordance with legislative requirements</li> </ul>
2. Plan transfer/loading operations	<ul style="list-style-type: none"> <li>a. Dangerous goods transfer / loading operations are determined encompassing:                             <ul style="list-style-type: none"> <li>a.1. approved transfer site</li> <li>a.2. positioning of vehicle</li> <li>a.3. safe operating procedures</li> <li>a.4. specification of required personal protection and emergency equipment</li> <li>a.5. specification of required transfer equipment / assemblies</li> <li>a.6. permitted ullage and filling ratios and or carrying capacities</li> <li>a.7. segregation and or storage requirements</li> <li>a.8. emergency / incident procedures</li> <li>a.9. customer requirements</li> </ul> </li> </ul>
3. Document procedures	<ul style="list-style-type: none"> <li>a. Dangerous goods loading procedures are documented in a form and manner appropriate for those employees undertaking the task and to meet regulatory requirements</li> <li>b. Shipping documentation/markings/placarding is planned and co-ordinated to ensure that appropriate documentation variations in load deliveries and pick-ups</li> <li>c. Drivers/operators and dangerous goods licenses and insurance requirements are checked in relation to load</li> <li>d. Procedures are filed and / or located in accordance with enterprise procedures and regulatory requirements</li> </ul>
4. Review planning process	<ul style="list-style-type: none"> <li>a. Planning processes are reviewed / refined in accordance with operational feedback</li> <li>b. Annotations / changes to procedures are undertaken in accordance with legislative and enterprise requirements</li> </ul>

## Range of Variables

### PLAN LOADING OF DANGEROUS GOODS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. This unit covers work in the bulk handling, dangerous goods and freight forwarding sections of the Transport and Distribution industry</li> <li>b. Work normally performed under general supervision</li> <li>c. Customers may be internal or external</li> <li>d. Operations conducted day or night</li> <li>e. Environment may include movement of equipment, goods, materials and vehicular traffic</li> <li>f. Hazards may include:               <ul style="list-style-type: none"> <li>f.1. hazardous or dangerous materials</li> <li>f.2. contamination of, or from, materials being handled</li> <li>f.3. noise, light, energy sources</li> <li>f.4. stationary and moving machinery, parts or components</li> <li>f.5. service lines</li> <li>f.6. spill, leakages, ruptures</li> <li>f.7. dust/vapours</li> </ul> </li> <li>g. Hazard management is consistent with the principle of hierarchy of control with elimination, substitution, isolation and engineering control measures being selected before safe working practices and personal protective equipment</li> <li>h. Requirements for work may include:               <ul style="list-style-type: none"> <li>h.1. site restrictions and procedures</li> <li>h.2. use of safety and personal protection equipment</li> <li>h.3. communications equipment</li> <li>h.4. specialised lifting and/or handling equipment</li> <li>h.5. incident/accident breakdown procedures</li> <li>h.6. additional gear and equipment</li> <li>h.7. noise restrictions</li> <li>h.8. hours of operation</li> <li>h.9. authorities and permits</li> </ul> </li> <li>i. Consultative processes may involve:               <ul style="list-style-type: none"> <li>i.1. other employees and supervisors</li> <li>i.2. suppliers, potential customers and existing clients</li> <li>i.3. management and union representatives</li> <li>i.4. industrial relations, Occupational Health and Safety specialists, other maintenance, professional or technical staff</li> </ul> </li> </ul>
2. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Safe Working Load (SWL) and Working Load Limit (WLL)</li> <li>b. Operations manuals, job specifications and procedures and induction documentation</li> <li>c. Competency standards and training materials</li> <li>d. Manufacturer's specifications, instructions and labelling advice including materials safety data sheets</li> <li>e. Workplace operating procedures and policies</li> <li>f. Supplier and/or client instructions</li> <li>g. Australian and International standards, criteria and certification requirements</li> <li>h. Communications technology equipment, oral, aural or signed communications</li> <li>i. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>i.1. workplace agreements and awards</li> <li>i.2. occupational health &amp; safety procedures</li> </ul> </li> <li>j. Applicable State, Territory, Commonwealth legislation and regulations which relate to:               <ul style="list-style-type: none"> <li>j.1. Occupational Health &amp; Safety regulations and legislation</li> <li>j.2. Workplace Relations Act(s)</li> <li>j.3. Workers Compensation</li> <li>j.4. License, Patent or copyright arrangements</li> <li>j.5. Dangerous goods and hazardous substances</li> <li>j.6. Environment Protection Legislation</li> <li>j.7. Equal Opportunity, Equal Employment Opportunity and Affirmative Action Legislation</li> <li>j.8. Traffic Acts</li> </ul> </li> <li>k. Standards and certification requirements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
3. Unit specific factors	<ul style="list-style-type: none"> <li>a. Dangerous goods may be in packaged or bulk form</li> <li>b. Transportation may be by road, sea, rail or air</li> </ul>



## Evidence Guide

### PLAN LOADING OF DANGEROUS GOODS

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. assess and plan for the transfer/loading of dangerous goods</li> <li>a.2. estimate weight and dimensions of load and any special requirements</li> <li>a.3. select appropriate equipment and work systems</li> <li>a.4. identify job and site hazards and plan work to minimise risks</li> <li>a.5. determine (any) required permits and compliance with relevant regulations/codes of practice</li> <li>a.6. use appropriate communication strategies and equipment</li> <li>a.7. locate, interpret and apply relevant information</li> <li>a.8. maintain enterprise records and documentation</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role or function</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. equipment applications, capacities, configurations, safety hazards and control mechanisms</li> <li>a.3. implications of OHS/OSH legislation and codes of practice</li> <li>a.4. permit and licence requirements</li> <li>a.5. operational procedures for loading dangerous goods</li> <li>a.6. prioritising work and co-ordinating others in relation to transfer/loading activities</li> <li>a.7. focus of operation of work systems and equipment</li> <li>a.8. application of relevant agreements, codes of practice or other legislative requirements</li> <li>a.9. identification and correct use of equipment, processes and procedures</li> <li>a.10. planning own work including predicting consequences and identifying improvements</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Dangerous goods, loading and handling equipment, personnel, transfer mediums and documentation</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Modifies activities (within scope of authority) to cater for variations in workplace contexts and environment</li> <li>c. Effectively negotiates to resolve issues and problems</li> <li>d. Uses organisational structures effectively to complete work operations</li> <li>e. Demonstrates consistency of performance over time and in a range of contexts</li> <li>f. Shows evidence of application of relevant workplace procedures including:               <ul style="list-style-type: none"> <li>f.1. codes of practice, hazard policies and procedures</li> <li>f.2. issue resolution procedures</li> <li>f.3. job procedures and work instructions</li> <li>f.4. guidelines relating to the safe use of machinery and equipment</li> <li>f.5. quality assurance procedures (where existing)</li> <li>f.6. security procedures</li> <li>f.7. housekeeping processes</li> <li>f.8. waste, pollution and recycling management processes</li> </ul> </li> <li>g. Action taken promptly - accidents and incidents reported within regulatory requirements and following workplace procedures</li> <li>h. Work completed systematically in accordance with safe operating procedures to minimise the risk of injury to self or others or damage to goods, equipment or products</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated job orders, work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	2

**Unit** TDT D26 98A **PLAN AND ORGANISE MOVEMENT AND STORAGE OF BULK MATERIALS**

**Field** D **Load Handling**

**DESCRIPTION:**

**Skills and knowledge required to plan, schedule and monitor the transport and storage of bulk materials**

ELEMENT	PERFORMANCE CRITERIA
1. Analyse work requirements	<ul style="list-style-type: none"> <li>a. Requested consignment delivery and likely turnover rate is noted</li> <li>b. Consignment properties including mass, weight, dimensions and special handling requirements are identified</li> <li>c. Risk classification and specific transport requirements for the security of the consignment(s) are registered</li> <li>d. Required human and physical resources are identified and acquired in accordance with work requirements and enterprise procedures</li> <li>e. Appropriate transport methods and storage requirements for the goods are identified</li> </ul>
2. Schedule work	<ul style="list-style-type: none"> <li>a. Delivery and pick-up schedule is compiled based on operational efficiency and customer requirements</li> <li>b. Schedule is documented in accordance with enterprise procedures</li> <li>c. Route is established in accordance with pick-up and delivery schedule noting potential obstacles and traffic conditions</li> <li>d. Stopping, loading and unloading points are identified and assessed for access, operational requirements and customer nominated special requirements</li> <li>e. Risk management strategy, including development of a contingency action plan is documented</li> </ul>
3. Organise transport and storage facilities	<ul style="list-style-type: none"> <li>a. Appropriate storage facilities are selected based on volume and requirements for safe storage</li> <li>b. Requirements for the receipt and despatch of consignments are documented</li> <li>c. Communication and reporting procedures (including contact times) are documented</li> <li>d. Operating procedures, including securing/monitoring of transfer areas, requirements for travelling in public areas, check-in points and carrying/loading techniques are documented within the operational plan</li> </ul>
4. Document and communicate decisions	<ul style="list-style-type: none"> <li>a. Handling and storage requirements are documented</li> <li>b. Facilities, equipment and personnel are organised and scheduled</li> <li>c. Relevant parties are notified of decisions</li> </ul>
5. Monitor transportation and storage operations	<ul style="list-style-type: none"> <li>a. Customer(s) feedback is used to inform planning reviews</li> <li>b. Variation(s) to planned activities are communicated to employees involved in the work</li> </ul>

## Range of Variables

### PLAN AND ORGANISE MOVEMENT AND STORAGE OF BULK MATERIALS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Warehousing, Storage Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:</li> <li>b. enterprise policies and procedures               <ul style="list-style-type: none"> <li>b.1. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>b.2. quality assurance procedures (where existing)</li> <li>b.3. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>c. Relevant agreements, codes of practice and other legislative requirements</li> <li>d. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Materials may be liquid, dry or gaseous</li> <li>b. Storage may be long or short term</li> <li>c. Transportation may be by air, road, rail or water</li> </ul>

## Evidence Guide

### PLAN AND ORGANISE MOVEMENT & STORAGE OF BULK MATERIALS

1. Critical aspects of evidence to be considered	a. Assessment must confirm appropriate knowledge and skills to: a.1. apply leadership skills to the completion of transportation, storage and organisation projects a.2. assess transport and storage requirements of various bulk commodities a.3. schedule, co-ordinate and allocate resources to achieve bulk transport and storage tasks a.4. suggest improvements to operations and negotiate changes a.5. resolve issues surrounding transportation and storage, maximising positive outcomes for the organisation and the individuals within it a.6. monitor bulk movement and storage tasks a.7. provide customer/client service and work effectively with others
2. Interdependent assessment of units	a. a. This unit of competency may be assessed in conjunction with other units that form part of a job role
3. Required knowledge and skills may include	a. Display of the following knowledge and skills in terms of job role or function: a.1. understanding and knowledge of the application of current competencies within functional activity a.2. focus of operation of transport and storage systems, resources, and operating systems a.3. resource availability including equipment and facilities requirements and the competencies of individuals in the team / group a.4. enterprise business policies and plans including procedures for transport and storage of freight and goods a.5. selection and appropriate application of technology, information systems and procedures
4. Resource implications	a. goods in bulk for transport, transportation and storage facilities
5. Consistency in performance may include	a. Establishes effective working relationships with colleagues b. Legislative requirements are met in any service provision or design c. Modifies activities to cater for variations in workplace contexts and environment d. Demonstrates consistency of performance over time and in a range of contexts e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations f. Consistently considers when allocating tasks : f.1. job, size of tasks, requirements of regulations and any relevant organisational policy and operating procedures and makes appropriate adjustments when authorised f.2. enterprise policies including issue resolution and grievance procedures g. Arranges work to achieve goals and results h. Uses consultative approaches to implement and evaluate plans and procedures i. Organisational performance is improved through improved access to and utilisation of cost efficient and safe transport and storage
6. Context for assessment	a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines

### KEY COMPETENCIES

Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	3

**Unit TDT F5 97A ESTABLISH, MAINTAIN AND EVALUATE THE OCCUPATIONAL HEALTH AND SAFETY SYSTEMS**

**Field F Occupational Health and Safety**

**DESCRIPTION:**

**Establish, maintain and evaluate the Occupational Health and Safety systems in the workplace**

ELEMENT	PERFORMANCE CRITERIA
1. Establish and Maintain the Framework for the Occupational Health and Safety System in Area of Responsibility	<ul style="list-style-type: none"> <li>a. Policies are developed to implement Occupational Health and Safety legislation consistent with overall workplace policies</li> <li>b. Occupational Health and Safety responsibilities and duties are clearly defined, allocated and included in job descriptions and duty statements for all relevant positions</li> <li>c. Consultative processes are developed and implemented</li> <li>d. Financial and human resources for the operation of the Occupational Health and Safety system are identified and provided in a timely and consistent manner</li> <li>e. Information and instruction on the Occupational Health and Safety system and procedures is provided and explained so employees can effectively implement the required systems and procedures</li> </ul>
2. Establish and maintain participative arrangements for the management of Occupational Health and Safety	<ul style="list-style-type: none"> <li>a. Consultative processes are used to implement legislation and regulations</li> <li>b. Issues raised through consultation are resolved following issue resolution procedures</li> <li>c. Information about outcomes of consultation is readily accessible to employees</li> </ul>
3. Establish and Maintain Procedures for Identifying Hazards and Risks	<ul style="list-style-type: none"> <li>a. Existing and potential hazards in the area of responsibility are identified and confirmed</li> <li>b. A procedure for ongoing identification of hazards is developed and integrated within systems of work</li> <li>c. Hazards identification is addressed at the planning, design and evaluation stages of any workplace change to ensure that new hazards are not created</li> <li>d. Risks presented by identified hazards are correctly assessed</li> </ul>
4. Establish and Maintain Assessment Procedures for Monitoring Conformance and Controlling Risks	<ul style="list-style-type: none"> <li>a. Measures to control assessed risks are developed and implemented, in accordance with relevant Occupational Health and Safety legislation, Codes of Practice and priorities identified in the workplace</li> <li>b. Non-conformance is investigated and procedures for rectification instituted</li> <li>c. When measures which control a risk at its source are not immediately practical, a holding position is established and a strategy is developed to implement control measures as soon as practicable</li> <li>d. An ongoing system for the control of risks, based on a hierarchy of control is developed and integrated within general work procedures</li> <li>e. Activities are monitored to ensure the risk control procedure as adopted, are effective throughout the area of responsibility</li> <li>f. Inadequacies in existing risk control measures are identified and measures are implemented to manage the risk</li> </ul>
5. Establish, Implement and Monitor Procedures for Maintaining Occupational Health and Safety Records	<ul style="list-style-type: none"> <li>a. A system for keeping Occupational Health and Safety records is established</li> <li>b. Accurate and legible records for work area completed in accordance with Occupational Health and Safety management system and legislative requirements</li> <li>c. Patterns of occupational injury are identified from records and risk control procedures implemented</li> </ul>
6. Implement and Monitor Procedures for Providing Occupational Health and Safety Training	<ul style="list-style-type: none"> <li>a. A training program is implemented to fulfil Occupational Health and Safety competency requirements</li> <li>b. Individual staff members' training needs are identified accurately, specifying gaps between Occupational Health and Safety competencies required by the organisation and those held by work group members</li> <li>c. Arrangements are made to fulfil identified training needs including coaching and mentoring arrangements to support the acquisition of relevant attributes to meet workplace Occupational Health and Safety requirements</li> </ul>
7. Evaluate the Occupational Health and Safety System and Related Policies, Procedures and Programs	<ul style="list-style-type: none"> <li>a. The effectiveness of the Occupational Health and Safety system and related policies, procedures and programs is assessed</li> <li>b. Improvements to the Occupational Health and Safety system are identified and implemented</li> <li>c. Compliance with Occupational Health and Safety legislation and Codes of Practice is assessed to ensure legal standards are maintained as a minimum and exceeded where possible</li> </ul>

## Range of Variables

### ESTABLISH MAINTAIN AND EVALUATE OH&S SYSTEMS

VARIABLE	SCOPE
1. General context	<ul style="list-style-type: none"> <li>a. Work may be performed under general supervision</li> <li>b. Work is performed within defined area of responsibility where the process for consultation may include               <ul style="list-style-type: none"> <li>b.1. Occupational Health and Safety committee</li> <li>b.2. consultation with health and safety representatives</li> <li>b.3. issue resolution procedures</li> <li>b.4. participative and consultative procedures as required by Legislation, Awards and workplace agreements</li> <li>b.5. those staff responsible for work activities which may produce changes to the workplace and additional hazards</li> <li>b.6. emergency services personnel</li> </ul> </li> </ul>
2. Worksite environment may include	<ul style="list-style-type: none"> <li>a. Operations conducted by day or night</li> <li>b. Work may be conducted in restricted spaces, exposed conditions and controlled or open environment</li> <li>c. Exposure may be to chemicals, and other harmful substances, movements of equipment, goods, vehicles</li> </ul>
3. Sources of information/documents may include	<ul style="list-style-type: none"> <li>a. Goods identification numbers and codes</li> <li>b. Manifests</li> <li>c. Manufacturer's specifications</li> <li>d. Company operating procedures</li> <li>e. Supplier and/or client instructions</li> <li>f. Materials safety data sheets</li> <li>g. Codes of Practice</li> <li>h. Regulations</li> <li>i. Award, Enterprise Bargaining Agreement other agreed industrial arrangements</li> <li>j. Standards and certification requirements</li> <li>k. Quality assurance procedures</li> <li>l. Phone, fax, e-mail, Internet, radio, oral, aural or signed communications</li> </ul>
4. Workplace context may include	<ul style="list-style-type: none"> <li>a. Work organisation procedures and practices</li> <li>b. Conditions of service including legislation and industrial agreements including               <ul style="list-style-type: none"> <li>b.1. workplace agreements and awards</li> <li>b.2. occupational health &amp; safety</li> <li>b.3. State, Federal or Territory Legislation</li> </ul> </li> <li>c. Consultative processes may involve               <ul style="list-style-type: none"> <li>c.1. staff members</li> <li>c.2. management</li> <li>c.3. union representatives</li> <li>c.4. industrial relations, Occupational Health and Safety specialist</li> <li>c.5. other professional or technical staff</li> </ul> </li> </ul>
5. Applicable State/Territory/Commonwealth regulations, legislation, Codes of Practice and Australian Standards may include but is not limited to	<ul style="list-style-type: none"> <li>a. Occupational Health &amp; Safety</li> <li>b. Workplace Relations</li> <li>c. Workers Compensation</li> <li>d. Environmental Protection Legislation</li> <li>e. Manual Handling</li> <li>f. First Aid</li> <li>g. Export/Import/Quarantine/Bond requirements</li> <li>h. Emergency Procedures</li> <li>i. Dangerous and Hazardous Goods Regulations</li> <li>j. Water and Road use and license arrangements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Dangerous goods and air freight regulations</li> <li>m. Confined spaces</li> <li>n. Ergonomics</li> <li>o. Rehabilitation</li> <li>p. Smoke free environment</li> <li>q. Noise</li> </ul>

## Evidence Guide

### ESTABLISH MAINTAIN AND EVALUATE THE OH&S SYSTEMS

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to               <ul style="list-style-type: none"> <li>a.1. locate, interpret and apply relevant information</li> <li>a.2. provide customer/client service and work effectively with others</li> <li>a.3. develop policies and procedures</li> <li>a.4. apply risk management processes to improve workplace procedures</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role or function</li> <li>b. The unit <i>Follow Occupational Health &amp; Safety Procedures</i> is a pre-requisite</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Displays the following knowledge and skills in terms of job role or function               <ul style="list-style-type: none"> <li>a.1. site layout</li> <li>a.2. focus of operation of work systems, equipment, management and site operating systems</li> <li>a.3. application of relevant industrial requirements</li> <li>a.4. relevant Occupational Health and Safety legislation and Codes of Practice</li> <li>a.5. the systems of risk control recognising the significant of Occupational Health and Safety in relation to for effective workplace operation</li> <li>a.6. the significance of other management systems and procedures for Occupational Health and Safety</li> <li>a.7. the particular technical and people management requirements of the specific work area</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Access to relevant legislation and procedures, issues resolution processes and negotiation arenas</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Application of knowledge and skills to               <ul style="list-style-type: none"> <li>a.1. establishing plans</li> <li>a.2. describing consequences</li> <li>a.3. completing tasks</li> <li>a.4. identifying improvements</li> <li>a.5. applying safety precautions relevant to the task</li> </ul> </li> <li>b. Consistent application of relevant State, Territory and Commonwealth Occupational Health and Safety legislation, and Codes of Practice, particularly               <ul style="list-style-type: none"> <li>b.1. general duty of care</li> <li>b.2. requirements for the maintenance of confidential records of occupational injury and disease</li> <li>b.3. provision of information, training and assessment</li> <li>b.4. issue resolution, counselling and disciplinary processes</li> </ul> </li> <li>c. Evaluations and system improvement processes improve health, safety and welfare outcomes</li> <li>d. Workplace procedures comply with regulatory and legislative requirements for duty of care, training, supervision and technical compliance</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a simulated workplace</li> </ul>

### KEY COMPETENCIES

Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	3

Unit TDT F15 98A CONDUCT ENVIRONMENTAL AUDIT

Field F Occupational Health and Safety

**DESCRIPTION:**  
**Skills and knowledge required to internally audit an organisation's compliance with relevant environmental standards and requirements**

ELEMENT	PERFORMANCE CRITERIA
1. Prepare for environmental audit	<ul style="list-style-type: none"> <li>a. Relevant legislation, authority and enterprise requirements pertinent to the operations of the organisation, are identified and followed</li> <li>b. Practices and facilities required to be audited are identified and implications of non conformance identified</li> <li>c. Technical and/or calibration requirements for audits are noted and (where necessary) appropriate support personnel are identified</li> <li>d. Work schedules are investigated to identify appropriate schedule for audit</li> </ul>
2. Schedule internal audit	<ul style="list-style-type: none"> <li>a. Audit timings are planned to ensure that relevant procedures are conducted within workplace agreed time intervals and timeframes</li> <li>b. Audit frequency is adjusted to ensure minimal disruption to the workplace</li> <li>c. Contact is made with appropriate personnel and appointments for the audit are made</li> </ul>
3. Conduct environmental audit and document findings	<ul style="list-style-type: none"> <li>a. Operational procedures and assessment methods for the environmental audit are confirmed with affected personnel</li> <li>b. Observations and interviews are conducted with (any) required approved third party</li> <li>c. Documentation of observations and interview responses are completed</li> </ul>
4. Report environmental audit results	<ul style="list-style-type: none"> <li>a. Outcomes of the audit process are compared to workplace procedures</li> <li>b. Audit results are discussed with relevant personnel</li> <li>c. Reports of non-compliance are documented including options for environmental system improvements</li> <li>d. Reports are forwarded to appropriate personnel for action</li> </ul>
5. Respond to environmental audit report	<ul style="list-style-type: none"> <li>a. Employee responses to environmental audit reports are noted and issues for response are identified</li> <li>b. Corrective actions are discussed with relevant personnel and actions undertaken to initiate the required response</li> <li>c. Results of corrective actions are followed up and checked</li> </ul>



## Range of Variables

### CONDUCT ENVIRONMENTAL AUDITS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Transport and Distribution industry</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. Environmental authorities, Local government</li> <li>b.4. management and union representatives</li> <li>b.5. industrial relations, Occupational Health and Safety specialists</li> <li>b.6. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sectors of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. environmental assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Environmental and enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislative framework concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workers Compensation</li> <li>i.3. Hazardous substances and dangerous goods</li> <li>i.4. Environment Protection</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. Environmental assurance procedures</li> <li>l. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Environmental audits may be conducted as part of enterprise or site specific procedures</li> <li>b. Audits may be conducted alone or in conjunction with other staff from the enterprise or external contractors</li> <li>c. Audits may involve movement of processed materials, dangerous goods, hazardous substances, waste disposal, run-offs and the like</li> </ul>

## Evidence Guide

### CONDUCT ENVIRONMENTAL AUDITS

1. Critical aspects of evidence to be considered	<p>a. Assessment must confirm appropriate knowledge and skills to:</p> <p>a.1. complete environmental audits including the allocation and delegation of tasks, within organisational policy</p> <p>a.2. manage own work to achieve organisational goals and required results</p> <p>a.3. co-ordinate improvements to the workplace environmental</p> <p>a.4. apply techniques to encourage appropriate participation of employees and where appropriate external expertise in the environmental audit system</p> <p>a.5. identify requirements of tasks and organise plan and evaluate the audit</p> <p>a.6. locate, interpret and apply information in relation to risks prevention and control measures</p> <p>a.7. provide customer/client service and work effectively with others</p>
2. Interdependent assessment of units	a. This unit of competency may be assessed in conjunction with other units that form part of a job role
3. Required knowledge and skills may include	<p>a. Display of the following knowledge and skills in terms of job role or function:</p> <p>a.1. understanding and knowledge of the application of current competencies within functional activity</p> <p>a.2. focus of operation of workplace in relation to potential environmental risks and control/prevention measures</p> <p>a.3. environmental risk management and control procedures</p> <p>a.4. audit procedures and compliance implementation strategies</p> <p>a.5. regulatory and guidance material on environmental safety</p> <p>a.6. enterprise business policies and plans including procedures for identification of non compliance and best practice</p> <p>a.7. selection and appropriate application of technology, information systems and procedures</p>
4. Resource implications	a. Environmental audit projects, relevant documentation
5. Consistency in performance may include	<p>a. Establishes effective working relationships with colleagues</p> <p>b. Designs and conducts environmental audits to conform with legislative and regulatory requirements and enterprise policy</p> <p>c. Modifies activities to cater for variations in workplace contexts and environments</p> <p>d. Demonstrates consistency of performance over time and in a range of contexts</p> <p>e. Audits identify risks to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations and recommend processes to improve compliance</p> <p>f. Consistently considers when completing audits :</p> <p>f.1. requirements of environmental regulations, organisational policy and operating procedures</p> <p>f.2. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</p> <p>g. Arranges audit processes and timelines to achieve goals and results</p> <p>h. Uses consultative approaches to implement and evaluate compliance with environmental policies</p> <p>i. Organisational performance is improved through improved environmental risk management</p>
6. Context for assessment	a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	2	3	2	2	2	2

Unit TDT J7 98A CONDUCT INTERNAL QUALITY AUDITS

Field J Quality

**DESCRIPTION:**

**Skills and knowledge required to internally audit an organisation's compliance with relevant quality standards documentation.**

ELEMENT	PERFORMANCE CRITERIA
1. Prepare for internal audit	<ul style="list-style-type: none"> <li>a. Benchmarks for the quality audit are established/identified</li> <li>b. Procedures required to be audited are identified and implications of non conformance estimated</li> <li>c. Technical and/or calibration requirements for audits are noted and (where necessary) appropriate support personnel are identified</li> <li>d. Production schedules are examined to identify appropriate schedule for audit</li> </ul>
2. Schedule internal audit	<ul style="list-style-type: none"> <li>a. Audit timings are planned to ensure that relevant procedures are conducted within workplace agreed time intervals and timeframes</li> <li>b. Audit frequency is adjusted based on importance of activities to the business unit, process or organisational changes or customer feedback</li> <li>c. Contact is made with appropriate personnel and relevant appointments for the audit are made</li> </ul>
3. Conduct audit and document findings	<ul style="list-style-type: none"> <li>a. Methods for the conduct for the audit are established and confirmed</li> <li>b. Observations and interviews are conducted with (any) required approved third party</li> <li>c. Documentation of observations and interview responses are completed</li> </ul>
4. Report audit results	<ul style="list-style-type: none"> <li>a. Audit results are discussed with personnel associated with the procedures or standards audit</li> <li>b. Audit reports indicate compliances noted</li> <li>c. Non-compliance reports indicate location, relevant standard or procedure, evidence and supporting information from audited personnel</li> <li>d. Audit variances which do not qualify as non compliance are identified as possible quality system improvements and documented</li> <li>e. Reports are forwarded to appropriate personnel for action</li> </ul>
5. Respond to audit report	<ul style="list-style-type: none"> <li>a. Quality system employee responses to audit reports are noted and issues for response are identified</li> <li>b. Corrective actions arising from the audit are referred to appropriate personnel</li> <li>c. Changes to operational processes are implemented as part of a continuous improvement system</li> <li>d. Results of changes to operational processes are followed up and checked</li> </ul>

## Range of Variables

### CONDUCT INTERNAL QUALITY AUDITS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. quality assurance processes and procedures</li> <li>a.3. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislative framework concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Quality audits may be conducted as part of enterprise, site or licence requirements</li> <li>b. Audits may be conducted alone or in conjunction with other staff from the enterprise or using external personnel</li> </ul>

## Evidence Guide

### CONDUCT INTERNAL QUALITY AUDITS

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. identify requirements of the audit</li> <li>a.2. complete audits including the allocation and delegation of tasks, within organisational policy</li> <li>a.3. manage own work to achieve organisational goals and required results</li> <li>a.4. suggest improvements to audit operations</li> <li>a.5. apply techniques to encourage appropriate participation of employees and where appropriate suppliers and customers in the quality system</li> <li>a.6. locate, interpret and apply information relevant to the quality system</li> <li>a.7. provide customer/client service and work effectively with others</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. focus of operation of workplace operating systems</li> <li>a.3. quality procedures and implementation strategies</li> <li>a.4. enterprise business policies and plans including procedures for identification of non compliance and best practice</li> <li>a.5. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Quality audit projects, relevant documentation</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Audits identify non compliances and recommend processes to improve compliance</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when completing tasks :               <ul style="list-style-type: none"> <li>f.1. requirements of organisational policy and operating procedures and makes appropriate adjustments when authorised</li> <li>f.2. enterprise policies including issue resolution, consultation and grievance procedures</li> <li>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>g. Arranges audit processes and timelines to achieve goals and results</li> <li>h. Uses consultative approaches to implement and evaluate compliance with quality systems</li> <li>i. Organizational performance is improved through improved quality system</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	2	3	2	2	2	2

Unit TDT K6 98A **EVALUATE SOFTWARE REQUIREMENTS AND HARDWARE ENHANCEMENTS**

Field K Computers and Technology

**DESCRIPTION:**

**Skills and knowledge required to improve work efficiency through application of computer systems to transport and distribution processes**

ELEMENT	PERFORMANCE CRITERIA
1. Analyse requirements for improved computer applications	<ul style="list-style-type: none"> <li>a. Current aspects of business operations requiring improved computer technology are identified</li> <li>b. Purpose and requirements of improved computer management systems are identified</li> <li>c. Personnel are consulted for expert advice for potential matches of computer applications to required improvements in site operations</li> </ul>
2. Evaluate software	<ul style="list-style-type: none"> <li>a. Potential software programs are evaluated to meet workplace requirements</li> <li>b. Software applications are investigated for effectiveness to own operation including degree of flexibility, customisation and integration potential</li> <li>c. Selected option is circulated to appropriate personnel for verification</li> <li>d. Level of technical support is assessed</li> <li>e. Software application selection is made</li> </ul>
3. Investigate hardware enhancements	<ul style="list-style-type: none"> <li>a. Hardware systems are evaluated for compatibility with selected software and workplace operations</li> <li>b. Potential immediate and long term risks/problems with hardware are identified and assessed including:               <ul style="list-style-type: none"> <li>b.1. compatibility with existing systems</li> <li>b.2. capacity to function in different operating environments 'including on-board' activities</li> <li>b.3. performance</li> <li>b.4. set up and maintenance procedures and costs</li> </ul> </li> <li>c. Recommendations are drafted and circulated for comment</li> <li>d. Final recommendations on suitable hardware are made</li> </ul>
4. Implement system improvement	<ul style="list-style-type: none"> <li>a. Selected hardware and software enhancements are implemented</li> <li>b. Training is provided to potential users of the technology</li> <li>c. Implementation of hardware and software is monitored</li> </ul>
5. Measure systemic improvement	<ul style="list-style-type: none"> <li>a. Methods of measuring system performance are identified</li> <li>b. Software and hardware performance is evaluated</li> <li>c. (Any) refinements or improvements to the system are implemented</li> <li>d. System performance is documented and reported to appropriate personnel</li> </ul>

## Range of Variables

### EVALUATE AND IMPLEMENT SOFTWARE AND HARDWARE SYSTEMS FOR LOGISTICS MANAGEMENT

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. Computer specialists</li> <li>b.4. Software and hardware companies and distributors</li> <li>b.5. users of similar systems/technology</li> <li>b.6. management and union representatives</li> <li>b.7. industrial relations, Occupational Health and Safety specialists</li> <li>b.8. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Standards and certification requirements</li> <li>j. License, Patent or copyright arrangements</li> <li>k. Quality assurance procedures</li> <li>l. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Equipment may be used for stock management, information storage, invoicing, payments, manifests, on board systems or work organisation</li> </ul>

## Evidence Guide

### EVALUATE AND IMPLEMENT SOFTWARE AND HARDWARE SYSTEMS FOR LOGISTICS MANAGEMENT

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. evaluate computerised information processing equipment, software and operating systems to improve work effectiveness</li> <li>a.2. suggest improvements to computer operations and negotiate changes</li> <li>a.3. identify requirements of tasks and organise planning, job completion and evaluation stages</li> <li>a.4. locate, interpret and apply relevant information</li> <li>a.5. measure operational performance resulting from changes to technology</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. focus of operation of software systems, computing equipment, resources, management and workplace operating systems</li> <li>a.3. impact of existing and potential computing systems on enterprise and individual performance</li> <li>a.4. resource availability including the competencies of individuals in the team / group</li> <li>a.5. coaching and mentoring approaches to support team members to share knowledge and skills</li> <li>a.6. enterprise business policies and plans</li> <li>a.7. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Computer systems, software applications, structured work environment</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when allocating tasks :               <ul style="list-style-type: none"> <li>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>f.2. enterprise policies including issue resolution and grievance procedures</li> <li>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>g. Arranges activities to achieve goals and results</li> <li>h. Uses consultative approaches to implement and evaluate change in operating systems</li> <li>i. Organisational performance is improved through improved access to and utilisation of software and hardware</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	3



Unit TDT L12 98A APPLY WORKPLACE KNOWLEDGE TO PLAN IMPROVEMENTS TO OPERATIONS

Field L Resource Management

**DESCRIPTION:**

**Skills and knowledge required to solve goods handling problems and improve work area performance.**

ELEMENT	PERFORMANCE CRITERIA
1. Analyse work flow in the workplace in relation to productivity	<ul style="list-style-type: none"> <li>a. The flow of work is identified including the effect that variation(s) in workflow has on operations</li> <li>b. Assessment of factors such as seasonality, high and low workload periods and the volume of output of zones have on productivity are made</li> <li>c. Key processes are analysed to detect any areas which may impact on workflow effectiveness</li> <li>d. Variance of workflows against agreed benchmarks are documented</li> <li>e. Workflow variances are considered, alternate solutions generated, recommendations to resolve the issue(s) are made</li> </ul>
2. Co-ordinate and advise on work practices	<ul style="list-style-type: none"> <li>a. Work practices of a zone are based on the type of product, storage requirements, work flow and regulatory requirements</li> <li>b. Recommendations for improved work practices are forwarded to appropriate personnel</li> <li>c. Appropriate enterprise Occupational Health and Safety and regulatory procedures are followed when handling stock and operating load shifting equipment</li> <li>d. Advice to line manager is provided on the allocation of staff and resources required to handle products with special handling or storage requirements</li> </ul>
3. Identify industrial relations processes which effect the workplace and the operations of its various zones	<ul style="list-style-type: none"> <li>a. Awards and enterprise agreements are analysed to identify aspects which may contribute to the effectiveness of work operations</li> <li>b. Opportunities for training and development are identified within the workplace context and enterprise procedures</li> <li>c. Processes for negotiation of changes at enterprise level to improve workplace effectiveness are identified</li> <li>d. Issues which may lead to improved work effectiveness of teams and individuals are raised within workplace policies and procedures</li> </ul>
4. Organise staff and equipment to complete specific tasks	<ul style="list-style-type: none"> <li>a. Priorities of tasks are identified and workplace personnel are informed</li> <li>b. Competency needs for the work are identified and staff allocated and/or trained and assessed to meet these needs</li> <li>c. Individual records are checked to determine if appropriate competencies are held</li> <li>d. Appropriate action is undertaken to match workplace requirements with employee competency level</li> <li>e. Workplace personnel and equipment are organised to meet requirements ensuring that work loads are balanced and other workplace activities are met</li> <li>f. Workplace policies and procedures are amended and trialled to improve performance</li> <li>g. Operating procedures and methods are explained to workplace personnel and follow up communication methods are used to ensure that work requirements are applied</li> </ul>
5. Assist the team to maintain workplace security	<ul style="list-style-type: none"> <li>a. Workplace personnel are informed of policies and procedures in relation to security</li> <li>b. Workplace personnel are provided with feedback in relation to the implementation/non-implementation of security procedures</li> <li>c. Employees are provided with on-going supervision and training to facilitate awareness and detection of theft</li> <li>d. Matters likely to affect security are reported in accordance within enterprise policy</li> </ul>

## Range of Variables

### APPLY WORKPLACE KNOWLEDGE TO PLAN IMPROVEMENTS TO OPERATIONS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Warehousing, Storage Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Audit reports concerning quality, OH&amp;S, environment, operations, customer service</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. Workplace statistics</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. The environment for this unit involves defined organisational policies and procedures within which work and employees must be co-ordinated and work organised.</li> </ul>

## Evidence Guide

### APPLY WORKPLACE KNOWLEDGE TO PLAN IMPROVEMENTS TO OPERATIONS

1. Critical aspects of evidence to be considered	<p>b. Assessment must confirm appropriate knowledge and skills to:</p> <p>b.1. co ordinate teams and resources to meet designated outcomes</p> <p>b.2. negotiate with supervisors to institute procedures to minimise risks and/or maximise opportunities</p> <p>b.3. communicate information on products and work system requirements</p> <p>b.4. identify resource requirements (physical and human) for particular needs</p> <p>b.5. apply techniques to encourage appropriate participation of team / group members and external organisations or individual with relevant expertise</p> <p>b.6. locate, interpret and apply relevant information</p> <p>b.7. provide customer/client service and work effectively with others</p>
2. Interdependent assessment of units	a. This unit of competency may be assessed in conjunction with other units that form part of a job role
3. Required knowledge and skills may include	<p>a. Display of the following knowledge and skills in terms of job role or function:</p> <p>a.1. understanding and knowledge of the application of current competencies within functional activity</p> <p>a.2. Application of relevant industrial requirements</p> <p>a.3. the organisations work and operating systems in relation to interacting systems and work areas</p> <p>a.4. requirements to handle and store products in the most safe and effective way</p> <p>a.5. content and application of relevant units of competency required for operations in the work area</p> <p>a.6. processes to implement changes to workplace procedures and policies</p> <p>a.7. impact of job on enterprise and individual performance</p> <p>a.8. resource availability including the competencies of individuals in the team / group</p> <p>a.9. enterprise business policies and plans including procedures for implementing change</p>
4. Resource implications	a. Access to workplace procedures, consultative forums and range of products
5. Consistency in performance may include	<p>a. Modifies activities to cater for variations in workplace contexts and environment</p> <p>b. Enterprise requirements are met by procedures and work practices</p> <p>c. Team members competencies and physical resources for the required work are maintained at the level required by workplace policies</p> <p>d. Demonstrates consistency of performance over time and in a range of contexts</p> <p>e. Application of knowledge and skills to:</p> <p>e.1. establish plans</p> <p>e.2. describe consequences</p> <p>e.3. complete tasks</p> <p>e.4. identify improvements</p> <p>f. Consistently considers when allocating tasks :</p> <p>f.1. competency requirements, size of tasks, safety requirements, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</p> <p>f.2. enterprise policies including issue resolution and grievance procedures</p> <p>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</p>
6. Context for assessment	a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	2	2	3	2

Unit TDT L13 98A ESTABLISH AND MANAGE EFFECTIVE WORKPLACE RELATIONSHIPS

Field L Resource Management

**DESCRIPTION:**

Skills and knowledge required to develop and maintain positive relationships in internal and external environments so that customers, suppliers and the organisation achieve planned outputs/outcomes. (Frontline Management unit)

ELEMENT	PERFORMANCE CRITERIA
1. Gather, convey and receive information and ideas	<ul style="list-style-type: none"> <li>a. Information to achieve work responsibilities is collected from appropriate sources</li> <li>b. The method(s) used to communicate ideas and information is appropriate to the audience</li> <li>c. Communication takes into account social and cultural diversity</li> <li>d. Input from internal and external sources is sought, and valued in developing and refining new ideas and approaches</li> </ul>
2. Develop trust and confidence	<ul style="list-style-type: none"> <li>a. People are treated with integrity, respect and empathy</li> <li>b. The organisation's social, ethical and business standards are used to develop and maintain positive relationships</li> <li>c. Trust and confidence of colleagues, customers and suppliers is gained and maintained through competent performance</li> <li>d. Appropriate tasks and responsibilities are delegated to employees and appropriate reporting systems established for the delegations</li> <li>e. Interpersonal styles and methods are adjusted to the social and cultural environment</li> </ul>
3. Build and maintain networks and relationships	<ul style="list-style-type: none"> <li>a. Networking is used to identify and build relationships</li> <li>b. Networks and other work relationships provide identifiable benefits for the team and organisation</li> </ul>
4. Manage difficulties to achieve positive outcomes	<ul style="list-style-type: none"> <li>a. Problems are identified and analysed, and action is taken to rectify the situation with minimal disruption to performance</li> <li>b. Colleagues receive guidance and support to resolve their work difficulties</li> <li>c. Continued poor performance is managed within the organisation's processes</li> <li>d. Conflict is managed constructively within the organisation's processes</li> <li>e. Difficult situations are negotiated to achieve results acceptable to the participants, and which meet organisation and legislative requirements</li> </ul>

## Range of Variables

### ESTABLISH AND MANAGE EFFECTIVE WORKPLACE RELATIONSHIPS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. This unit requires the application of the individual's knowledge of the enterprise, its industry, suppliers and customers to developing effective working relationships with internal and external individuals and organisations</li> </ul>

## Evidence Guide

### ESTABLISH AND MANAGE EFFECTIVE WORKPLACE RELATIONSHIPS

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. develop effective relationships in diverse internal and external environments</li> <li>a.2. mix confidently with a broad range of people</li> <li>a.3. respond effectively to unexpected demands from a range of sources</li> <li>a.4. manage relationships to achieve organisational goals and required results</li> <li>a.5. apply techniques to encourage improvement in work relationships in a diverse and complex workplace and external environment</li> <li>a.6. identify requirements of tasks and organise planning, job completion and evaluation stages</li> <li>a.7. research, interpret and apply relevant information</li> <li>a.8. provide honest and constructive feedback</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. Focus of operation of the workplace, supplier and customer systems, resources, management and workplace operating systems</li> <li>a.3. mechanisms to strengthen and reinforce relationships</li> <li>a.4. resource availability including the competencies of individuals in the team / group</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. projects requiring execution</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues               <ul style="list-style-type: none"> <li>a.1. Legislative requirements are met in any service provision or design</li> <li>a.2. Modifies activities to cater for variations in workplace contexts and environment</li> <li>a.3. Demonstrates consistency of performance over time and in a range of contexts</li> <li>a.4. Contributes to the management of diversity in the workplace through:                   <ul style="list-style-type: none"> <li>a.5. encouraging contrary views to be submitted and discussed</li> <li>a.6. actively pursuing removal of discrimination/bias in the workplace</li> <li>a.7. treating people openly and fairly</li> <li>a.8. Uses effective consultative approaches</li> </ul> </li> </ul> </li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	2

**Unit** TDT L14 98A **EVALUATE AND SELECT WAREHOUSE EQUIPMENT AND OPERATING SYSTEMS**

**Field** L **Resource Management**

**DESCRIPTION:**

**Skills and knowledge required to plan for, evaluate and select resources for warehousing**

ELEMENT	PERFORMANCE CRITERIA
1. Define objectives or required warehouse operation	a. Requirements for warehouse activities are identified, including: <ul style="list-style-type: none"> <li>a.1. types of inventory</li> <li>a.2. quantities</li> <li>a.3. handling requirements</li> <li>a.4. storage requirements</li> <li>a.5. stock control methods</li> </ul> b. Existing systems are evaluated to match requirements of proposed operations c. Current best practice and future trends for handling, storage and cartage equipment are assessed to establish comparisons.
2. Specify equipment and system performance functions	a. Specifications of equipment and systems are documented b. Consultations are conducted with relevant warehouse employees and management to identify additional or altered specifications
3. Evaluate and select equipment	a. A rating system is instigated to facilitate comparisons of cost/benefits and other qualitative properties of equipment and systems b. Equipment is selected based on comparisons of performance, cost, specifications and applicability to future operating processes
4. Document processes	a. Workplace documentation including operating procedures are completed and posted as appropriate b. (Any) ongoing maintenance requirements for equipment are communicated to relevant personnel c. Reports are compiled and forwarded to appropriate personnel

## Range of Variables

### EVALUATE AND SELECT WAREHOUSE EQUIPMENT AND OPERATING SYSTEMS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Physical resources include               <ul style="list-style-type: none"> <li>a.1. Picking systems</li> <li>a.2. Materials handling equipment</li> <li>a.3. Inventory tracking systems</li> <li>a.4. Storage systems</li> <li>a.5. Computer systems</li> </ul> </li> </ul>



## Evidence Guide

### EVALUATE AND SELECT WAREHOUSE EQUIPEMENT AND OPERATING SYSTEMS

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. identify the quality and applicability of various warehouse equipment and operating systems</li> <li>a.2. evaluate and select appropriate warehouse equipment</li> <li>a.3. identify improvements to existing operations and negotiate changes</li> <li>a.4. identify requirements of tasks and organise planning, job completion and evaluation stages</li> <li>a.5. locate, interpret and apply relevant information</li> <li>a.6. provide customer/client service and work effectively with others</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. Focus of operation of inventory systems, resources and operating systems</li> <li>a.3. Capability of procedures, processes, equipment and facilities to complete the required tasks</li> <li>a.4. Resource availability including the competencies of individuals in the team / group</li> <li>a.5. enterprise business policies and plans including procedures for warehousing</li> <li>a.6. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. existing resources, future requirements and equipment lists</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when allocating tasks :               <ul style="list-style-type: none"> <li>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>f.2. enterprise policies including issue resolution and grievance procedures</li> <li>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>g. Arranges activities to achieve goals and results</li> <li>h. Uses consultative approaches to evaluate and select available warehouse resources</li> <li>i. Organisational performance is improved through improved access to and utilisation of warehouse resources</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	2

**Unit TDT L15 98A MANAGE CHANGE PROCESSES WITHIN THE ORGANISATION**

Field L Resource Management

**DESCRIPTION:**  
**Skills and knowledge required to foster change and act as a catalyst in the implementation of change and innovation, ensuring that individuals, the team and the organisation gain from change; and that the customer benefits through improved products and services (Frontline Management Unit)**

ELEMENT	PERFORMANCE CRITERIA
1. Participate in planning the introduction of change	<ul style="list-style-type: none"> <li>a. The manager contributes effectively in the organisation's planning processes to introduce change</li> <li>b. Plans to introduce change are made in consultation with designated individuals/groups</li> <li>c. The organisation's objectives and plans to introduce change are explained clearly to individuals/teams</li> </ul>
2. Develop flexible approaches and solutions	<ul style="list-style-type: none"> <li>a. Alternative approaches to managing workplace issues and problems are identified and analysed</li> <li>b. Risks are assessed and action is taken to achieve a recognised benefit or advantage to the organisation</li> <li>c. The workplace is managed in a way which promotes the development of innovative approaches and outcomes</li> <li>d. Responsive approaches to resource management improves productivity and/or reduces costs in the transport and distribution environment</li> </ul>
3. Manage emerging challenges and opportunities	<ul style="list-style-type: none"> <li>a. Individuals/teams respond effectively and efficiently to changes in the organisation's goals, plans and priorities</li> <li>b. Coaching and mentoring assists individuals/teams develop competencies to handle change efficiently and effectively</li> <li>c. The manager uses opportunities within area of responsibility and authority to make adjustments to respond to the changing needs of customers and the organisation</li> <li>d. Individuals/teams are kept informed of progress in the implementation of change</li> <li>e. Recommendations for improving the methods/techniques to manage change are negotiated with designated persons/groups</li> </ul>

## Range of Variables

### MANAGE CHANGE PROCESSES WITHIN THE ORGANISATION

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>

## Evidence Guide

### MANAGE CHANGE PROCESSES WITHIN THE ORGANISATION

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. apply leadership skills to identify opportunities to introduce change in diverse/complex work environments</li> <li>a.2. manage work to achieve organisational goals and required results</li> <li>a.3. monitor trends in the external environment to develop and maintain a competitive edge</li> <li>a.4. introduce and monitor practices to improve performance</li> <li>a.5. institute change management processes</li> <li>a.6. apply techniques to encourage appropriate participation of team / group members in the continuous change and change management processes</li> <li>a.7. research, interpret and apply relevant information</li> <li>a.8. work effectively with others, seek feedback and act on constructive advice</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. focus of operation of work systems, resources and management structures</li> <li>a.3. regulatory environment including the relevant enterprise policies and industrial agreements</li> <li>a.4. coaching and mentoring approaches to support team members to share knowledge and skills</li> <li>a.5. enterprise business policies and plans including procedures for implementation of change</li> <li>a.6. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Workplace undergoing change</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when allocating tasks :               <ul style="list-style-type: none"> <li>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>f.2. enterprise policies including issue resolution and grievance procedures</li> <li>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>g. Arranges work to achieve goals and results</li> <li>h. Uses consultative approaches to implement and evaluate continuous change processes and results of that change</li> <li>i. Organisational performance is improved through improved implementation and management of change</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	2

**Unit** TDT L16 98A **IMPLEMENT AND MONITOR QUALITY IMPROVEMENT SYSTEMS AND PROCESSES**

Field L Resource Management

**DESCRIPTION:**

Skills and knowledge required to manage the quality improvement process to achieve the organisation's quality objectives through influencing the on-going development of the organisation (Frontline Management Unit)

ELEMENT	PERFORMANCE CRITERIA
1. Implement quality improvement systems and processes	<ul style="list-style-type: none"> <li>a. Team members are actively encouraged and supported to participate in decision making processes and to assume responsibility and authority</li> <li>b. The organisation's quality improvement processes are communicated to individuals/teams</li> <li>c. Mentoring and coaching support ensures that individuals/teams are able to implement the organisation's quality improvement processes</li> </ul>
2. Monitor, adjust and report performance	<ul style="list-style-type: none"> <li>a. The organisation's systems and technology are used to monitor progress and to identify ways in which planning and operations could be improved</li> <li>b. Customer service is strengthened through the use of quality improvement techniques and processes</li> <li>c. Plans are adjusted and communicated to those who have a role in their development and implementation</li> </ul>
3. Consolidate opportunities for further improvement	<ul style="list-style-type: none"> <li>a. Individuals/teams are informed of savings and productivity improvements in achieving the business plan</li> <li>b. Work performance is documented and the information is used to identify opportunities for further improvement</li> <li>c. Records, reports and recommendations for improvement are managed within the organisation's systems and processes</li> </ul>

## Range of Variables

### IMPLEMENT AND MONITOR QUALITY IMPROVEMENT SYSTEMS AND PROCESSES

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. Enterprise policies and procedures</li> <li>a.2. Guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. Quality assurance procedures (where existing)</li> <li>a.4. Responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. Workplace agreements and awards</li> <li>h.2. Occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Continuous improvement systems are organisationally generated</li> <li>b. Quality systems may be internally or externally generated</li> </ul>

## Evidence Guide

### IMPLEMENT AND MONITOR QUALITY IMPROVEMENT SYSTEMS AND PROCESSES

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. Monitor/introduce ways to improve performance</li> <li>a.2. Explain the organisation's continuous improvement methods</li> <li>a.3. Manage work to achieve organisational goals and required results</li> <li>a.4. Suggest improvements to continuous change processes and negotiate changes to develop a workplace culture which supports continuous improvement, maximising positive outcomes for the organisation and the individuals within it</li> <li>a.5. apply techniques to encourage appropriate participation of team / group members and external organisations in continuous improvement processes</li> <li>a.6. encourage ideas and feedback to improve processes and gain commitment from individuals/teams</li> <li>a.7. research, interpret and apply relevant information</li> <li>a.8. work effectively with others and encourage ideas and feedback to improve processes</li> </ul> </li> </ul>
2. Interdependent assessment of units	a. This unit of competency may be assessed in conjunction with other units that form part of a job role
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. focus of operation of existing systems, resources, management and workplace operating systems in relation to business plans and objectives</li> <li>a.3. resource availability including the competencies of individuals in the team / group</li> <li>a.4. coaching and mentoring approaches to support team members to share knowledge and skills</li> <li>a.5. enterprise business policies and plans including procedures for implementation of change</li> <li>a.6. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	a. organisational procedures, staff, continuous improvement policy
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Modifies activities to cater for variations in workplace contexts and environment</li> <li>c. Demonstrates consistency of performance over time and in a range of contexts</li> <li>d. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>e. Consistently considers when implementing change:               <ul style="list-style-type: none"> <li>e.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>e.2. enterprise policies including issue resolution and grievance procedures</li> <li>e.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>f. Uses consultative approaches to implement and evaluate change and innovation</li> <li>g. h. Organisational performance is improved through improved access to and utilisation of resources</li> </ul>
6. Context for assessment	a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	3

**Unit TDT L17 98A PLAN DOMESTIC TRANSPORT LOGISTICS**

Field L Resource Management

**DESCRIPTION:**

**Skills and knowledge required to evaluate and consolidate transport logistic requirements and operational schedules**

ELEMENT	PERFORMANCE CRITERIA
<p>1. Plan efficient load handling</p>	<p>a. Capacity and capability of different transport modes available to the organisation are assessed against proposed task</p> <p>b. Consignment loads are evaluated to identify:</p> <ul style="list-style-type: none"> <li>b.1. Type, capacity, compatibility and capability of load</li> <li>b.2. Agreed delivery times and destination</li> <li>b.3. Pick up and drop-off points</li> <li>b.4. Waiting, loading and unloading times</li> </ul> <p>c. Consolidate information to inform preliminary schedule</p> <p>d. Preliminary schedule is matched against operational capacity and capability of equipment and staff</p> <p>e. Transport logistics are planned for efficient load handling (in accordance with statutory and enterprise requirements), including:</p> <ul style="list-style-type: none"> <li>e.1. Collection and distribution destination</li> <li>e.2. Transport duration times</li> <li>e.3. Type and compatibility of load</li> <li>e.4. Transport mode(s) and capacity</li> <li>e.5. Return freight</li> <li>e.6. Fatigue management</li> <li>e.7. Use of designated routes</li> </ul> <p>f. Strategies to address identified deficiencies in operational capability and availability are undertaken which may include:</p> <ul style="list-style-type: none"> <li>f.1. Renegotiation of collection and/or delivery times</li> <li>f.2. Alternate transport mode(s)</li> <li>f.3. Outsourcing components of operation</li> </ul>
<p>2. Develop contingency management strategy</p>	<p>a. The nature, extent and impact of potential issues or incidents are assessed</p> <p>b. Contingency management strategies for identified issues/incidents are generated and evaluated including reference to previous scenarios of similar nature</p> <p>c. Implementation procedures, including resource and infrastructure support, are documented and continually upgraded in regards to changes in the operating environment</p>
<p>3. Produce operation schedule</p>	<p>a. Transportation modes, times and routes are established to maximise effective and efficient operations</p> <p>b. Resources are allocated to meet the operational schedule</p> <p>c. Statutory requirements, codes of practice and enterprise procedures are identified and accounted for in operational schedule</p> <p>d. Tracking procedures are applied to consignment(s)</p> <p>e. Schedule is consolidated and forwarded to appropriate personnel</p> <p>f. Schedule is stored in accordance with enterprise procedures</p>



## Range of Variables

### PLAN DOMESTIC TRANSPORT LOGISTICS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>f. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>g. Consultative processes may involve:               <ul style="list-style-type: none"> <li>g.1. other employees and supervisors</li> <li>g.2. customers and suppliers</li> <li>g.3. management and union representatives</li> <li>g.4. industrial relations, Occupational Health and Safety specialists other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>h. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>i. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>j. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>d. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>d.1. Enterprise policies and procedures</li> <li>d.2. Guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>d.3. Quality assurance procedures (where existing)</li> <li>d.4. Responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>e. Relevant agreements, codes of practice and other legislative requirements</li> <li>f. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information/documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1 Workplace agreements and awards</li> <li>h.2 Occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1 Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2 Workplace Relations</li> <li>i.3 Workers Compensation</li> <li>i.4 Hazardous substances and dangerous goods</li> <li>i.5 Environment Protection</li> <li>i.6 Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> <li>n. Transport routes, timetables</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Consignments may be palletised, containerised, packages or loose and in gas, liquid or solid form</li> <li>b. Transport may be single or multi-modal</li> <li>c. Calculation of transport duration times includes; travelling, loading, unloading, change over and standing times and with due regard to varying transit condition and environments (i.e. road conditions, traffic flows, weather, local government by-laws)</li> <li>d. Use of designated routes</li> <li>e. Modes of domestic transport may include: road, rail, air and sea</li> </ul>

## Evidence Guide

### PLAN DOMESTIC TRANSPORT LOGISTICS

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1 Apply leadership skills to the completion of transport logistic, projects including the allocation and delegation of tasks, taking into account development needs and organisational policy</li> <li>a.2 Manage won work to achieve organisational goals and required results</li> <li>a.3 Suggest improvements to logistic operations and negotiate changes to processes and operational schedules</li> <li>a.4 Identify and implement transportation regulations and codes of practice</li> <li>a.5 Compile operation schedules</li> <li>a.6 Identify requirements of tasks and organise planning, job completion and evaluation stages</li> <li>a.7 Locate, interpret and apply relevant information</li> <li>a.8 Provide customer/client service and work effectively with others</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1 understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2 focus of operation of transport logistic systems, resources, management and workplace operating systems</li> <li>a.3 application of relevant Statutory requirements, Codes of Practice and Local Government by-laws</li> <li>a.4 resource availability including the competencies of individuals in the team/group</li> <li>a.5 company business policies and plans including procedures for outsourcing components of operation and engaging additional resources</li> <li>a.6 selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Transport logistic projects requiring execution</li> <li>b. Timetables, route plans</li> <li>c. Transportation regulations</li> <li>d. Relevant computer hardware and software</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace context and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when allocating tasks:               <ul style="list-style-type: none"> <li>f.1 Competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>f.2 Company policies including issue resolution and grievance procedures</li> <li>f.3 Cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>g. Uses consultative approaches to implement and evaluate performance</li> <li>h. Organisational performance is improved through access to and utilisation of technology support systems and equipment</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	2	3	2	3	3	3

**Unit TDT L18 98A SELECT EMPLOYEES AND MANAGE EMPLOYEE PERFORMANCE**

Field L Resource Management

**DESCRIPTION:**

**Skills and knowledge required for the selection of personnel and management of employee performance**

ELEMENT	PERFORMANCE CRITERIA
1. Identify future personnel requirements	<ul style="list-style-type: none"> <li>a. Policies in regard to staffing levels are identified</li> <li>b. Competencies and attitudes required of individuals for new and existing job roles are identified</li> <li>c. Position specifications are drafted to reflect the required job role in relation to the organisation and to comply with legal requirements</li> <li>d. Relevant parties are consulted prior to completing the specification</li> <li>e. Appropriate personnel are consulted to establish that estimates of personnel needs are supported by enterprise needs</li> <li>f. Position specifications confirmed prior to recruitment action incorporating information on salaries, wages and conditions consistent with relevant awards/agreements and legislative requirements</li> </ul>
2. Assess applicants	<ul style="list-style-type: none"> <li>a. Procedures with regard to staff recruitment are maintained and monitored according to enterprise policy and procedures and legislated requirements</li> <li>b. Job interviews and employment appraisals:</li> <li>c. are conducted according to enterprise policy</li> <li>d. comply with equal opportunity and equal employment opportunity legislation</li> <li>e. are based on enterprise approved criteria and competencies</li> <li>f. Information obtained from each candidate is judged against specified selection criteria, with additional influencing factors noted</li> <li>g. Advice is sought promptly from appropriate personnel as required</li> <li>h. Deviations from agreed procedures are identified and corrected before selection decisions are made</li> <li>i. Records completed</li> <li>j. Selection information and recommendations are communicated to authorised personnel</li> <li>k. Confidentiality of process is maintained</li> <li>l. Candidates promptly and accurately informed of selection decisions</li> <li>m. Recommendations for improvements to any aspect of the selection process communicated promptly to appropriate personnel</li> </ul>
3. Monitor employee performance	<ul style="list-style-type: none"> <li>a. Potential personal, employment-based or occupational health and safety issues which may require resolution through negotiation are identified</li> <li>b. Organisational structures and expertise appropriate to resolving the issue are identified</li> <li>c. Factors and issues relevant to negotiations are clarified and relevant information is collected</li> <li>d. Strategies for dealing with negotiation situations are developed in accordance with workplace guidelines</li> <li>e. Processes and stages for issue resolution are identified and agreed with employee</li> </ul>
4. Provide feedback	<ul style="list-style-type: none"> <li>a. Options for resolution are identified</li> <li>b. Constructive responses are encouraged</li> <li>c. Selected strategy is implemented and monitored</li> <li>d. Effective verbal and non verbal communication is used when providing feedback, including body language, questioning, language style, active listening and reflection</li> <li>e. Feedback is given assertively and received non-defensively during discussions</li> <li>f. Signs, stages and possible causes of conflict and or misunderstanding are identified and strategies are used to provide an acceptable resolutions to the parties</li> </ul>

## Range of Variables

### SELECT EMPLOYEES AND MANAGE EMPLOYEE PERFORMANCE

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Warehousing, Storage Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. This unit applies to managers involved in selecting employees and managing performance within the organisations policies and procedures</li> </ul>

## Evidence Guide

### SELECT EMPLOYEES AND MANAGE EMPLOYEE PERFORMANCE

1. Critical aspects of evidence to be considered	<p>a. Assessment must confirm appropriate knowledge and skills to:</p> <p>a.1. identify future staff requirements</p> <p>a.2. select and manage staff, allocate duties and delegate of tasks, taking into account task requirements, development needs and organisational policy</p> <p>a.3. mediate and resolve issues surrounding employee performance maximising positive outcomes for the organisation and the individuals within it</p> <p>a.4. apply techniques to encourage appropriate participation of team / group members and external organisations or individuals with relevant expertise in staff selection and performance management</p> <p>a.5. locate, interpret and apply relevant information in relation to employees capacities</p> <p>a.6. provide customer/client service and work effectively with others</p>
2. Interdependent assessment of units	a. This unit of competency may be assessed in conjunction with other units that form part of a job role
3. Required knowledge and skills may include	<p>a. Display of the following knowledge and skills in terms of job role or function:</p> <p>a.1. understanding and knowledge of the application of current competencies within functional activity</p> <p>a.2. current and future human resource capacity including the competencies of individuals in the team / group</p> <p>a.3. coaching and mentoring approaches to support team members to increase required knowledge and skills</p> <p>a.4. enterprise business policies and plans including procedures for staffing and performance management</p> <p>a.5. selection and appropriate application of technology, information systems and procedures</p>
4. Resource implications	a. recruitment activities, appraisal activities, aspiring and current employees
5. Consistency in performance may include	<p>a. Establishes effective working relationships with colleagues</p> <p>b. Legislative requirements are met in any position documentation, selection or performance review</p> <p>c. Modifies activities to cater for variations in workplace contexts and environment</p> <p>d. Demonstrates consistency of performance over time and in a range of contexts</p> <p>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</p> <p>f. Consistently considers when allocating and reviewing performance of tasks :</p> <p>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</p> <p>f.2. enterprise policies including issue resolution and grievance procedures</p> <p>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</p> <p>g. Uses consultative approaches to implement and evaluate staffing arrangements</p> <p>h. Organisational performance is improved through improved utilisation of staff</p>
6. Context for assessment	a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	2	2	1	2	2

**Unit** TDT L19 98A **IMPLEMENT AND MONITOR TRANSPORT LOGISTICS**

Field L Resource Management

**DESCRIPTION:**

**Skills and knowledge required to implement, monitor and maintain effective and efficient transport logistics systems**

ELEMENT	PERFORMANCE CRITERIA
1. Mobilise resources	<ul style="list-style-type: none"> <li>a. Optimal resource level is acquired to meet the requirements of the operational schedule</li> <li>b. Relevant regulatory and insurance requirements are determined and implemented</li> <li>c. Allocated resources are assessed and monitored to ensure operational effectiveness and efficiency</li> <li>d. Changes to resource allocation are undertaken, (in accordance with enterprise procedures), where deficiencies or over supply are apparent</li> </ul>
2. Co-ordinate multi-modal transport activities	<ul style="list-style-type: none"> <li>a. Facilities, personnel and equipment are made ready to accommodate interchange functions</li> <li>b. Security arrangements are invoked as required</li> <li>c. Loading and unloading operations are conducted in accordance with operation schedule and applicable statutory requirements, codes of practice and enterprise procedures</li> <li>d. Relevant documentation is completed/updated to accord with operational schedule and reporting requirements</li> </ul>
3. Monitor consignment(s) tracking	<ul style="list-style-type: none"> <li>a. Consignment tracking systems is monitored ensuring:                             <ul style="list-style-type: none"> <li>a.1. Recording and reporting systems are established and maintained</li> <li>a.2. Flow of information is clear, accurate, timely and follows agreed reporting mechanisms</li> <li>a.3. Schedules are maintained</li> <li>a.4. Appropriate supervision of vehicle, load and driver is undertaken in accordance with enterprise procedures</li> </ul> </li> </ul>
4. Implement contingency management strategy	<ul style="list-style-type: none"> <li>a. Operational schedule is continually reviewed in light of information updates, reports and feedback</li> <li>b. The nature, extent and impact of any issues or incidents are identified and assessed against contingency management strategy</li> <li>c. Relevant information is processed to establish priorities and responses for dealing with issues or incidents</li> <li>d. Operations are redirected and controlled to meet changes in transport environment and tasks in accordance with enterprise procedures</li> <li>e. Liaison is initiated and maintained with organisations/individuals affected by changed operational schedules</li> <li>f. Actions undertaken are clearly documented and filed</li> </ul>

## Range of Variables

### IMPLEMENT AND MONITOR TRANSPORT LOGISTICS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1 other employees and supervisors</li> <li>b.2 customers and suppliers</li> <li>b.3 management and union representatives</li> <li>b.4 industrial relations, Occupational Health and Safety specialists other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1 Enterprise policies and procedures</li> <li>a.2 Guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3 Quality assurance procedures (where existing)</li> <li>a.4 Responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information/documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1 Workplace agreements and awards</li> <li>h.2 Occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1 Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2 Workplace Relations</li> <li>i.3 Workers Compensation</li> <li>i.4 Hazardous substances and dangerous goods</li> <li>i.5 Environment Protection</li> <li>i.6 Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> <li>n. Transport routes, timetables</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Consignments may be palletised, containerised, packages or loose and in gas, liquid or solid form</li> <li>b. Transport may be single or multi-modal</li> <li>c. Calculation of transport duration times includes; travelling, loading, unloading, change over and standing times and with due regard to varying transit condition and environments (i.e. road conditions, traffic flows, weather, local government by-laws)</li> <li>d. Use of designated routes</li> <li>e. Modes of domestic transport may include: road, rail, air and sea</li> </ul>

## Evidence Guide

### IMPLEMENT AND MONITOR TRANSPORT LOGISTICS

1. Critical aspects of evidence to be considered	<p>a. Assessment must confirm appropriate knowledge and skills to:</p> <p>a.1 Apply leadership skills to the completion of transport logistic, projects including the allocation and delegation of tasks, taking into account development needs and organisational policy</p> <p>a.2 Manage work to achieve organisational goals and required results</p> <p>a.3 Suggest improvements to logistic operations and negotiate changes to processes and operational schedules</p> <p>a.4 Identify and implement transportation regulations and codes of practice</p> <p>a.5 Compile operation schedules</p> <p>a.6 Identify requirements of tasks and organise planning, job completion and evaluation stages</p> <p>a.7 Locate, interpret and apply relevant information</p> <p>a.8 Provide customer/client service and work effectively with others</p>
2. Interdependent assessment of units	a. This unit of competency may be assessed in conjunction with other units that form part of a job role
3. Required knowledge and skills may include	<p>a. Display of the following knowledge and skills in terms of job role or function:</p> <p>a.1 understanding and knowledge of the application of current competencies within functional activity</p> <p>a.2 focus of operation of transport logistic systems, resources, management and workplace operating systems</p> <p>a.3 application of relevant Statutory requirements, Codes of Practice and Local Government by-laws</p> <p>a.4 resource availability including the competencies of individuals in the team/group</p> <p>a.5 company business policies and plans including procedures for outsourcing components of operation and engaging additional resources</p> <p>a.6 selection and appropriate application of technology, information systems and procedures</p>
4. Resource implications	<p>a. Transport logistic projects requiring execution</p> <p>b. Timetables, route plans</p> <p>c. Transportation regulations</p> <p>d. Relevant computer hardware and software</p>
5. Consistency in performance may include	<p>a. Establishes effective working relationships with colleagues</p> <p>b. Legislative requirements are met in any service provision or design</p> <p>c. Modifies activities to cater for variations in workplace context and environment</p> <p>d. Demonstrates consistency of performance over time and in a range of contexts</p> <p>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</p> <p>f. Consistently considers when allocating tasks:</p> <p>f.1 Competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</p> <p>f.2 Company policies including issue resolution and grievance procedures</p> <p>f.3 Cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</p> <p>g. Uses consultative approaches to implement and evaluate performance</p> <p>h. Organisational performance is improved through access to and utilisation of technology support systems and equipment</p>
6. Context for assessment	a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	2	3	2	3	3	3



**Unit TDT L20 98A DEVELOP AND MAINTAIN OPERATIONAL PROCEDURES FOR TRANSPORT AND DISTRIBUTION ENTERPRISES**

Field L Resource Management

**DESCRIPTION:**  
**Skills and knowledge required to develop operational systems and procedures for work activities undertaken across the enterprise**

ELEMENT	PERFORMANCE CRITERIA
<p>1. Plan and develop operational procedures</p>	<ul style="list-style-type: none"> <li>a. Processes requiring development/modification of operational procedures are identified and confirmed with relevant personnel and business units</li> <li>b. The scope, focus and extent of the operational procedure(s) are discussed and validated with effected personal</li> <li>c. Current procedures are evaluated to ensure development is not unnecessarily duplicating previous work</li> <li>d. Factors likely to impact upon the development process are identified and techniques adopted for their incorporation into the procedure(s)</li> <li>e. The proposed operational procedures are researched form a range of sources and include provision for user input</li> <li>f. Operational procedures are developed, documented and verified with relevant internal/external personnel/organisations in accordance with enterprise procedures</li> <li>g. Where required, trialling of new operational procedures is undertaken with a target group</li> <li>h. Performance indicators are developed to measure the effectiveness of the operational procedure(s)</li> </ul>
<p>2. Monitor the implementation of the operational procedure(s)</p>	<ul style="list-style-type: none"> <li>e. The introduction of the operational procedure(s) to selected units/job functions is planned with affected personnel to ensure understanding and the need for compliance</li> <li>f. Effective induction and supervision is provided to support personnel implement the new procedure(s)</li> <li>g. Performance of personnel is monitored to ensure adherence to the operational procedure(s) and to assess the requirement for modification to the process</li> <li>h. Solicited feedback is actively sought from personnel implementing the operational procedure(s)</li> </ul>
<p>3. Evaluate the implementation of operational procedures</p>	<ul style="list-style-type: none"> <li>a. An assessment of the effectiveness of the operational procedure(s) is undertaken against developed performance indicators</li> <li>b. Where required, the operational procedure(s) are modified/deleted in accordance with evaluation mechanism and enterprise requirements</li> <li>c. Relevant personnel are kept informed of the evaluation process and advised of subsequent changes to operational procedure(s)</li> <li>d. Records, reports and recommendations for improvement are managed within the organisation's information systems and processes</li> </ul>

## Range of Variables

### DEVELOP AND MAINTAIN OPERATIONAL PROCEDURES FOR TRANSPORT AND DISTRIBUTION ENTERPRISES

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. external personnel/organisations</li> <li>b.4. management and union representatives</li> <li>b.5. industrial relations, Occupational Health and Safety specialists</li> <li>b.6. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> <li>a.5. improving productivity, efficiency and enterprise operations</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. External organisations and personnel</li> <li>f. Materials safety data sheets</li> <li>g. Communications technology equipment, oral, aural or signed communications</li> <li>h. Personal and work area work procedures and practices</li> <li>i. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>i.1. workplace agreements and awards</li> <li>i.2. occupational health &amp; safety procedures</li> </ul> </li> <li>j. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>j.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>j.2. Workplace Relations</li> <li>j.3. Workers Compensation</li> <li>j.4. Hazardous substances and dangerous goods</li> <li>j.5. Environment Protection</li> <li>j.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> <li>j.7. Distribution operations</li> <li>j.8. Standards and certification requirements</li> </ul> </li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Factors impacting upon the development of operational procedures may include: legislative requirements, changes to technology, domestic and international market variability, political constraints, culture of the workplace and the enterprises principal services, products and competitive advantages</li> <li>b. Development of operational procedures may be internally and/or externally initiated</li> </ul>

## Evidence Guide

### DEVELOP AND MAINTAIN OPERATIONAL PROCEDURES FOR TRANSPORT AND DISTRIBUTION ENTERPRISES

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. assess the need for the development of operational procedures</li> <li>a.2. develop accurate and applicable operational procedures</li> <li>a.3. utilise a range of relevant resources to inform the development process</li> <li>a.4. suggest improvements to workplace operations and negotiate changes to current workplace practice</li> <li>a.5. apply techniques to encourage appropriate participation of team / group members and external organisations in developing and improving operational procedures</li> <li>a.6. encourage ideas and feedback to improve processes and gain commitment from individuals/teams</li> <li>a.7. research, interpret and apply relevant information</li> <li>a.8. work effectively with others</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:</li> <li>b. focus of operation of existing systems, resources, management and workplace operating systems in relation to business plans and objectives</li> <li>c. resource availability including the competencies of individuals in the team / group</li> <li>d. coaching and mentoring approaches to support team members to share knowledge and skills</li> <li>e. enterprise business policies and plans including procedures for implementation of change</li> <li>f. selection and appropriate application of technology, information systems and procedures</li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. organisational procedures, staff, variety of operational functions</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Modifies activities to cater for variations in workplace contexts and environment</li> <li>c. Demonstrates consistency of performance over time and in a range of contexts</li> <li>d. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>e. Consistently considers when implementing change:               <ul style="list-style-type: none"> <li>e.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>e.2. enterprise policies including issue resolution and grievance procedures</li> <li>e.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>f. Uses consultative approaches to implement and evaluate change and innovation</li> <li>g. Organisational performance is improved through improved access to and utilisation of resources</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	2

Unit TDT 05 98A PLAN AND MANAGE SECURITY PROCEDURES FOR THE ENTERPRISE

Field 0 Security

**DESCRIPTION:**

**Skills and knowledge required to evaluate and implement security measures**

ELEMENT	PERFORMANCE CRITERIA
1. Assess security risks	<ul style="list-style-type: none"> <li>a. Records of security breaches, thefts and damage are reviewed to identify past security incidents</li> <li>b. Assessment of potential risks to the security of stock, personnel, facilities, information and equipment are made considering both internal and external factors</li> <li>c. Relative risks from a range of sources are assessed and compared with existing security measures</li> <li>d. Discrepancies between identified risk and current security processes are noted</li> </ul>
2. Specify security requirements	<ul style="list-style-type: none"> <li>a. Decisions and adjustments to security equipment, facilities and services are made based on risk assessment in relation to benefits to the organisation</li> <li>b. Security organisational arrangements are documented and implementation strategies are established</li> <li>c. A finalised security plan including performance indicators is prepared in accordance with enterprise requirements and circulated for feedback prior to implementation</li> <li>d. Questions and feedback from stakeholders are responded to promptly and where appropriate, incorporated into the plan</li> </ul>
3. Implement security plan	<ul style="list-style-type: none"> <li>a. Priorities for implementation are identified and management and workplace personnel are informed</li> <li>b. Competency needs for the work are identified and staff allocated and/or trained and assessed to meet those needs</li> <li>c. Equipment and facilities are allocated and/or obtained</li> <li>d. Workplace personnel and equipment are organised to meet requirements ensuring that work loads are balanced and other workplace activities are met</li> <li>e. Workplace security policies and procedures are amended and trialed to improve performance</li> <li>f. Operating procedures and methods are explained to workplace personnel and follow up communication methods are used to ensure that work requirements are applied</li> </ul>
4. Monitor and review system performance	<ul style="list-style-type: none"> <li>a. Security reports are collated and categorised</li> <li>b. Reports are compared to identify any trends in breaches</li> <li>c. Security procedures are modified to rectify any gaps identified</li> </ul>

## Range of Variables

### PLAN AND MANAGE SECURITY PROCEDURES FOR THE ENTERPRISE

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. security consultants</li> <li>b.4. relevant authorities</li> <li>b.5. management and union representatives</li> <li>b.6. industrial relations, Occupational Health and Safety specialists</li> <li>b.7. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Security may be provided by internal or contract staff</li> </ul>

## Evidence Guide

### PLAN AND MANAGE SECURITY PROCEDURES FOR THE ENTERPRISE

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. apply leadership skills to the completion of security arrangements including the allocation and delegation of tasks, taking into account task requirements, development needs and organisational policy</li> <li>a.2. manage own work to achieve organisational goals and required results</li> <li>a.3. suggest improvements to security operations and negotiate changes</li> <li>a.4. mediate and resolve issues surrounding security arrangements, maximising positive outcomes for the organisation and the individuals within it</li> <li>a.5. identify requirements of tasks and organise planning, job completion and evaluation stages</li> <li>a.6. locate, interpret and apply relevant information</li> <li>a.7. provide customer/client service and work effectively with others</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. focus of operation of security systems, resources, management and workplace operating systems</li> <li>a.3. resource availability including the competencies of individuals in the team / group</li> <li>a.4. coaching and mentoring approaches to support team members to share knowledge and skills</li> <li>a.5. enterprise business policies and plans including procedures for security provision</li> <li>a.6. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Enterprise policy, security personnel, facilities and equipment</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when allocating tasks :               <ul style="list-style-type: none"> <li>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>f.2. enterprise policies including issue resolution and grievance procedures</li> <li>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>g. Arranges security procedures to achieve goals and results</li> <li>h. Uses consultative approaches to implement and evaluate security procedures</li> <li>i. Organisational performance is improved through improved access to and utilisation of efficient security measures</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	3

**DESCRIPTION:**

**Skills and knowledge required to plan and manage security procedures during high risk loading, unloading or goods movement activities.**

ELEMENT	PERFORMANCE CRITERIA
1. Clarify movements of hazardous or high risk goods	<ul style="list-style-type: none"> <li>a. Transport schedule details, nature of risk, special precautions and procedures are planned with line managers, supervisory staff and loaders</li> <li>b. Where applicable, appropriate permits and licenses for transfer site/ transport route are obtained/confirmed or exemptions sought</li> <li>c. Potential risks or hazards identified, assessed and processes planned to manage risk</li> <li>d. Information collected is checked against workplace procedures and relevant regulatory framework</li> <li>e. Activities requiring special approval or workplace procedure changes are authorised and/or approvals obtained</li> <li>f. Security procedures are communicated to relevant parties</li> </ul>
2. Implement procedures for loading, unloading or goods movement activities	<ul style="list-style-type: none"> <li>a. Advise is provided to relevant emergency response groups (internal and/or external) or other affected personnel or contractors</li> <li>b. Procedures to control movement of equipment and personnel within the goods movement area in relation to the identified risks are initiated</li> <li>c. Security procedures are monitored and maintained with action taken to modify procedures when necessary</li> <li>d. Goods are moved within relevant enterprise procedures and statutory regulations</li> </ul>
3. Check and monitor personnel and goods within the work area	<ul style="list-style-type: none"> <li>a. Personnel and vehicles are checked in accordance with enterprise operational procedures and statutory authority regulations</li> <li>b. Receipt and delivery of consignment is recorded in accordance with enterprise operational procedures to ensure identification of carrier, vehicle, consignment, receiver and documentation</li> </ul>
4. Coordinate responses on security incidents/emergencies	<ul style="list-style-type: none"> <li>a. Security incidents are dealt with in accordance with statutory authority regulations and enterprise operational procedures</li> <li>b. When reports of incidents are communicated, the intended message is transmitted in a concise style that conforms to enterprise policy</li> <li>c. Potential security risks are observed and reported in accordance with operational procedures including: <ul style="list-style-type: none"> <li>– consignment unsealed, in unusual position or displays evidence of having been tampered with.</li> <li>– loose goods</li> <li>– potential fire hazards</li> <li>– possible security breaches</li> </ul> </li> </ul>
5. Carry out surveillance of work areas	<ul style="list-style-type: none"> <li>a. Surveillance of work areas is in accordance with enterprise operational procedures and statutory authority regulations ensuring: <ul style="list-style-type: none"> <li>– buildings and vehicles are secure</li> <li>– personnel and vehicles are authorised to be in secured area</li> <li>– storage areas, consignment secure</li> <li>– equipment secure</li> </ul> </li> </ul>
6. Review and complete goods transfer operation	<ul style="list-style-type: none"> <li>a. Activities completed are checked against operational plan</li> <li>b. Relevant documentation is completed</li> <li>c. Specialised equipment used for the process maintained and stored</li> <li>d. Worksite is checked and returned to operational status</li> </ul>

## Range of Variables

### PLAN AND MANAGE SECURITY PROCEDURES FOR TRANSFERRING AND TRANSPORTING DANGEROUS GOODS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. This unit covers work in the Transport and Distribution industry</li> <li>b. Work normally performed under general supervision</li> <li>c. Customers may be internal or external</li> <li>d. Operations conducted day or night</li> <li>e. Environment may include movement of equipment, goods, materials and vehicular traffic</li> <li>f. Hazards may include:               <ul style="list-style-type: none"> <li>f.1. hazardous or dangerous materials</li> <li>f.2. contamination of, or from, materials being handled</li> <li>f.3. noise, light, energy sources</li> <li>f.4. stationary and moving machinery, parts or components</li> <li>f.5. fire/explosions</li> <li>f.6. service lines</li> <li>f.7. spills, leakages, ruptures</li> <li>f.8. dust/vapours</li> </ul> </li> <li>g. Hazard management is consistent with the principle of hierarchy of control with elimination, substitution, isolation and engineering control measures being selected before safe working practices and personal protective equipment</li> <li>h. Requirements for work may include:               <ul style="list-style-type: none"> <li>h.1. site restrictions and procedures</li> <li>h.2. use of safety and personal protection equipment</li> <li>h.3. communications equipment</li> <li>h.4. specialised lifting and/or handling equipment</li> <li>h.5. incident/accident breakdown procedures</li> <li>h.6. additional gear and equipment</li> <li>h.7. noise restrictions</li> <li>h.8. hours of operations</li> <li>h.9. authorities and permits</li> </ul> </li> <li>i. Consultative processes may involve:               <ul style="list-style-type: none"> <li>i.1. other employees and supervisors</li> <li>i.2. suppliers, potential customers and existing clients</li> <li>i.3. statutory authorities and emergency services</li> <li>i.4. management and union representatives</li> <li>i.5. industrial relations, Occupational Health and Safety specialists, other maintenance, professional or technical staff</li> </ul> </li> </ul>
2. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Safe Working Load (SWL) and Working Load Limit (WLL)</li> <li>b. Operations manuals, job specifications and procedures and induction documentation</li> <li>c. Competency standards and training materials</li> <li>d. Manufacturer's specifications, instructions and labelling advice including materials safety data sheets</li> <li>e. Australian Dangerous Goods Code</li> <li>f. Workplace operating procedures and policies</li> <li>g. Supplier and/or client instructions</li> <li>h. Australian and International standards, criteria and certification requirements</li> <li>i. Communications technology equipment, oral, aural or signed communications</li> <li>j. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>j.1. workplace agreements and awards</li> <li>j.2. occupational health &amp; safety procedures</li> </ul> </li> <li>k. Applicable State, Territory, Commonwealth legislative framework concerning:               <ul style="list-style-type: none"> <li>k.1. Occupational Health &amp; Safety</li> <li>k.2. Workplace Relations)</li> <li>k.3. Workers Compensation</li> <li>k.4. Dangerous goods and hazardous substances</li> <li>k.5. Environment Protection</li> <li>k.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> <li>k.7. Traffic Acts</li> </ul> </li> <li>l. Standards and certification requirements</li> <li>m. Quality assurance procedures</li> <li>n. Emergency procedures</li> </ul>
3. Unit specific factors	<ul style="list-style-type: none"> <li>a. The activities in this unit are governed by regulatory requirements and enterprise procedures</li> <li>b. Planning processes require application of problem solving and contingency management skills within the context of the defined procedures</li> <li>c. Delivery of consignments may be in public areas</li> <li>d. Security arrangements may be routine or established for particular purposes</li> </ul>



## Evidence Guide

### PLAN AND MANAGE SECURITY PROCEDURES FOR TRANSFERRING AND TRANSPORTING DANGEROUS GOODS

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. assess security risks arising from the nature of the load</li> <li>a.2. plan and implement procedures for the safe and efficient loading/unloading and movement of dangerous goods</li> <li>a.3. select appropriate equipment and work systems to maintain the security of loads within requirements for safe handling and protection of goods, transport, personnel and the public</li> <li>a.4. identify job and site hazards and plan work to minimise risks</li> <li>a.5. determine (any) required permits and licensing requirements</li> <li>a.6. use appropriate communication strategies and equipment</li> <li>a.7. locate, interpret and apply relevant information</li> <li>a.8. maintain enterprise records and documentation</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role or function</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. equipment applications, capacities, configurations, safety hazards and control mechanisms</li> <li>a.3. implications of OHS/OSH legislation and codes of practice</li> <li>a.4. permit and licence requirements</li> <li>a.5. prioritising work and co-ordinating others in relation to activities</li> <li>a.6. enterprise work procedures and policies for security and confidentiality</li> <li>a.7. application of relevant agreements, codes of practice or other legislative requirements</li> <li>a.8. identification and correct use of equipment, processes and procedures</li> <li>a.9. planning own work including predicting consequences and identifying improvements</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Loads for transportation, equipment, personnel and workplace procedures</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Modifies activities (within scope of authority) to cater for variations in workplace contexts and environment</li> <li>c. Effectively negotiates to resolve issues and problems</li> <li>d. Uses organisational structures effectively to complete work operations</li> <li>e. Demonstrates consistency of performance over time and in a range of contexts</li> <li>f. Shows evidence of application of relevant workplace procedures including:               <ul style="list-style-type: none"> <li>f.1. codes of practice, hazard policies and procedures</li> <li>f.2. issue resolution procedures</li> <li>f.3. job procedures and work instructions</li> <li>f.4. guidelines relating to the safe use of machinery and equipment</li> <li>f.5. quality assurance procedures (where existing)</li> <li>f.6. security procedures</li> <li>f.7. housekeeping processes</li> <li>f.8. waste, pollution and recycling management processes</li> </ul> </li> <li>g. Action taken promptly - accidents and incidents reported within regulatory requirements and following workplace procedures</li> <li>h. Work completed systematically in accordance with safe operating procedures to minimise the risk of injury to self or others or damage to goods, equipment or products</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated job orders, work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	2

Unit TDT P3 98A **IMPLEMENT, MAINTAIN AND EVALUATE DANGEROUS GOODS TRANSPORT PROCEDURES WITHIN THE WORKPLACE**

Field P Business Planning

**DESCRIPTION:**

**Skills and knowledge required to implement, maintain and evaluate Dangerous Goods transport**

ELEMENT	PERFORMANCE CRITERIA
1. Implement a policy framework for the transport of Dangerous Goods	<ul style="list-style-type: none"> <li>a. Policies are developed to implement Dangerous Goods transport regulations consistent with overall workplace policies</li> <li>b. Responsibilities and duties for the transport of Dangerous Goods are clearly defined, allocated and included in job descriptions and duty statements for all relevant positions</li> <li>c. Licensing requirements for employees (where relevant) are confirmed</li> <li>d. Consultative processes are developed and implemented</li> <li>e. Emergency incident/accident procedures are developed and implemented</li> <li>f. Information, instruction and training on Dangerous Goods transport procedures are provided to enable employees to effectively implement the required systems and processes</li> </ul>
2. Establish and maintain procedures for identifying hazards and risks	<ul style="list-style-type: none"> <li>a. Hazards in the work area are identified and confirmed</li> <li>b. Procedures for ongoing identification of hazards and risks are developed and integrated within work systems</li> <li>c. Hazards identification is addressed at the planning, design and evaluation stages of any workplace change</li> <li>d. A maintenance and inspection program is instituted to confirm vehicles, equipment and storage areas comply with regulatory and enterprise requirements</li> </ul>
3. Establish and maintain assessment procedures for monitoring conformance and controlling risks	<ul style="list-style-type: none"> <li>a. Ongoing system for the control of risks, based on a hierarchy of control is developed and integrated within general work procedures</li> <li>b. Measures to control assessed risks and monitor conformance are developed and implemented, in accordance with relevant Dangerous Goods Transport Regulations, Code of Practice and priorities identified in the workplace</li> <li>c. Non-conformance is investigated and procedures for rectification instituted</li> <li>d. Inadequacies in Dangerous Goods transport procedures are identified and measures are implemented to improve workplace practice</li> </ul>
4. Implement and monitor procedures for maintaining Dangerous Goods records	<ul style="list-style-type: none"> <li>a. A Dangerous Goods records system is established in accordance with relevant legislative framework</li> <li>b. Accurate and legible records for operation within the workplace are completed in accordance with Dangerous Goods Transport enterprise policies and legislative requirements</li> </ul>
5. Evaluate the implementation of Dangerous Goods Transport policies, procedures and programs within the workplace	<ul style="list-style-type: none"> <li>a. The effectiveness of the Dangerous Goods transport policies, procedures and programs are assessed</li> <li>b. Improvements to Dangerous Goods transport procedures are identified and implemented</li> <li>c. Compliance with Dangerous Goods Transport Regulations and Codes of Practice are assessed to ensure legal requirements are maintained as a minimum and exceeded where possible</li> </ul>

## Range of Variables

### IMPLEMENT, MAINTAIN AND EVALUATE DANGEROUS GOODS TRANSPORT PROCEDURES WITHIN THE WORKPLACE

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments within Transport and Distribution</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. authorities</li> <li>b.4. management and union representatives</li> <li>b.5. industrial relations, Occupational Health and Safety specialists</li> <li>b.6. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, Codes of Practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislative framework concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Hazardous substances and Dangerous Goods</li> <li>i.3. Environment Protection</li> <li>i.4. Transport of Dangerous Goods</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. Australian Dangerous Goods Code</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Policies and procedures for the transportation of dangerous goods must conform to relevant legislative framework and guidance material</li> </ul>

## Evidence Guide

### IMPLEMENT, MAINTAIN AND EVALUATE DANGEROUS GOODS TRANSPORT PROCEDURES WITHIN THE WORKPLACE

1. Critical aspects of evidence to be considered	<p>a. Assessment must confirm appropriate knowledge and skills to:</p> <p>a.1. implement and monitor policies and processes for the transport of dangerous goods</p> <p>a.2. suggest improvements to dangerous goods transport procedures and negotiate changes where required</p> <p>a.3. mediate and resolve issues surrounding the transport of dangerous goods, maximising positive outcomes for the organisation and the individuals within it</p> <p>a.4. identify requirements of tasks and organise planning, job completion and evaluation stages</p> <p>a.5. Liaise with authorities, drivers, line managers and customers to ensure that policies and procedures are meeting required needs</p> <p>a.6. locate, interpret and apply relevant information</p> <p>a.7. provide customer/client service and work effectively with others</p>
2. Interdependent assessment of units	a. This unit of competency may be assessed in conjunction with other units that form part of a job role
3. Required knowledge and skills may include	<p>a. Display of the following knowledge and skills in terms of job role or function:</p> <p>a.1. understanding and knowledge of the application of current competencies within functional activity</p> <p>a.2. transportation systems, resources, management and workplace operating systems</p> <p>a.3. resource availability including the competencies of individuals in the team / group</p> <p>a.4. relevant regulatory requirements for the transport of dangerous goods</p> <p>a.5. selection and appropriate application of technology, information systems and procedures</p>
4. Resource implications	<p>a. Dangerous Goods Transport Regulations</p> <p>b. Appropriate personnel and enterprise operating procedures for transporting dangerous goods</p>
5. Consistency in performance may include	<p>a. Establishes effective working relationships with colleagues</p> <p>b. Legislative requirements are met in any service provision or design</p> <p>c. Modifies activities to cater for variations in workplace contexts and environment</p> <p>d. Demonstrates consistency of performance over time and in a range of contexts</p> <p>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</p> <p>f. Consistently considers when allocating tasks :</p> <p>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</p> <p>f.2. enterprise policies including issue resolution and grievance procedures</p> <p>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</p> <p>g. Arranges procedural implementation to achieve goals and results</p> <p>h. Uses consultative approaches to implement and evaluate dangerous goods transport, storage and handling</p> <p>i. Organisational performance is enhanced through improved access to and utilisation of dangerous goods transport procedures</p>
6. Context for assessment	a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, work instructions and deadlines

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	2

**DESCRIPTION:**

**Skills and knowledge required to develop, implement and evaluate a business plan for an organisation or discrete business unit operating within the transport and distribution industry.**

ELEMENT	PERFORMANCE CRITERIA
<p>1. Situational and Market Analysis</p>	<p>a. The transport and distribution business's principal services, markets, products and the factors that distinguish the business and contribute to its success are identified</p> <p>b. The transport and distribution business / operating environment is defined and reviewed using information from staff members, customer feedback and external sources</p> <p>c. Qualitative and quantitative market analysis data is documented</p> <p>d. Target markets and relevant regulatory requirements are identified</p> <p>e. Impact of transport and distribution business on market is recorded and projected change in market and/or services during the life of the plan is projected</p> <p>f. Competitors, customer perceptions and market share of existing competitors operating in the transport and distribution industry are identified</p> <p>g. Proposed business focus on specific target markets, pricing, sales and appeals are defined</p> <p>h. Potential profitable opportunities are identified and documented</p>
<p>2. Analyse organisational environment</p>	<p>a. Current transport and distribution business operations, practices, work flow, equipment and facilities are analysed</p> <p>b. Capability of the organisation in terms of technology, research, development and tools is outlined</p> <p>c. Current resources and any resources that may be accessed to meet identified opportunities for business operations are evaluated</p> <p>d. Developments in technologies predicted within the lifetime of the business plan are evaluated and analysed</p> <p>e. Capability of the organisation in terms of staff, equipment, facilities, operational systems and financial status are assessed for strengths and weaknesses</p> <p>f. Costs of making operational adjustments in relation to existing and new business to influence improved profitability and positioning are reviewed</p> <p>g. Premises for decisions are documented, potential circumstances which may alter the environment are identified and contingency provisions are made</p>
<p>3. Develop strategies</p>	<p>a. Benchmark goals are documented and checked for realism in terms of internal and external environmental factors</p> <p>b. Decisions and adjustments regarding resource allocation to various products and services are made based on external and internal analyses</p> <p>c. Organisational adjustments are documented and implementation strategies established</p> <p>d. Projections of profit and loss or income statements per quarter until break even point are constructed for the whole organisation and each cost centre</p> <p>e. A finalised business plan including performance indicators is prepared in accordance with enterprise requirements and circulated to stake holders</p> <p>f. Questions and feedback from stakeholders are responded to promptly and where appropriate, incorporated into the plan</p>
<p>4. Implement and evaluate business plan</p>	<p>a. Implementation plans for the management of organisations, staff, business operation and operational systems are monitored and where required, adjustments to the plans are made</p> <p>b. Current and future marketing strategies and any areas of specialisation are detailed and implemented</p> <p>c. Performance of the organisation in relation to the identified performance indicators are regularly monitored and reviewed</p>

## Range of Variables

### DEVELOP A TRANSPORT AND DISTRIBUTION BUSINESS PLAN

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> <li>a.5. Relevant agreements, codes of practice and other legislative requirements</li> <li>a.6. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul> </li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Audit reports concerning quality, OH&amp;S, environment, operations, customer service</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. Workplace statistics</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. The transport and distribution business plan may be developed for a whole organisation or a business unit within an organisation</li> <li>b. Products may be goods and/or services</li> </ul>

## Evidence Guide

### DEVELOP A TRANSPORT AND DISTRIBUTION BUSINESS PLAN

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. select appropriate strategies to develop, implement and evaluate the transport and distribution business plan including identification of circumstances where external expertise is required</li> <li>a.2. develop transport and distribution business plans directed to achieve organisational goals and required results</li> <li>a.3. suggest improvements to business operations and negotiate to implement the transport and distribution business plan</li> <li>a.4. apply techniques to encourage appropriate participation of team / group members and relevant external expertise in the development of the transport and distribution business plan</li> <li>a.5. locate, interpret and apply relevant information to inform transport and distribution business plan formulation and evaluation</li> <li>a.6. improve customer/client service and work effectively with others to develop and implement the transport and distribution business plan</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. focus of operation of competitors and internal organisations' products, systems, resources, management and operating systems</li> <li>a.3. market and other external environmental factors including the regulatory environment</li> <li>a.4. organisational strengths and weaknesses including the competencies of individuals in the team / group</li> <li>a.5. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. business or business unit, workplace statistics</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of resource allocation decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. The business plan identifies:               <ul style="list-style-type: none"> <li>f.1. reasons to move in new directions</li> <li>f.2. profitable new business</li> <li>f.3. obsolete and/or unprofitable products</li> <li>f.4. strategies to shift resources accordingly</li> </ul> </li> <li>g. Business plans and implementation strategies are organised to achieve goals and results</li> <li>h. Uses consultative approaches to develop, implement and evaluate the business plan</li> <li>i. Organisational performance is improved through improved access to and utilisation of internal resources including facilities, technology and staff expertise</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	2

Unit TDT P6 98A ESTABLISH INTERNATIONAL DISTRIBUTION NETWORKS

Field P Business Planning

**DESCRIPTION:**

**Skills and knowledge required to establish an international network which provides for the effective shipment of goods**

ELEMENT	PERFORMANCE CRITERIA
1. Source potential networks	<ul style="list-style-type: none"> <li>a. Current and required future enterprise distribution networks are identified</li> <li>b. Potential agents, capable of servicing current or potential operations are identified</li> <li>c. Initial contact is undertaken with potential service providers</li> <li>d. Information is sourced from potential service agents regarding their capacity, capability and viability to meet identified operations</li> </ul>
2. Establish potential service providers profile	<ul style="list-style-type: none"> <li>a. Distributors contact details, scope of operation(s) and cost and service standards are evaluated and documented</li> <li>b. An assessment of the service providers technostructure and infrastructure is undertaken including the compatibility of the system(s) to own operations</li> <li>c. Service providers current credit rating is established in accordance with enterprise procedures</li> <li>d. Security procedures for potential service providers are established in accordance with enterprise requirements</li> </ul>
3. Contract service providers	<ul style="list-style-type: none"> <li>a. Terms of operation and performance standards are negotiated with selected service providers</li> <li>b. Contracts are completed with selected service provider(s) within scope of authority</li> <li>c. The performance of service providers is monitored against identified targets within the contract</li> <li>d. Variances to contracts are renegotiated in accordance with statutory requirements and changes within the international and local trading environments</li> <li>e. Contracts and ancillary documentation is stored in accordance with enterprise and regulatory requirements</li> </ul>



## Range of Variables

### ESTABLISH INTERNATIONAL DISTRIBUTION NETWORKS

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. This unit covers work in the Transport and Distribution industry</li> <li>b. Work normally performed under general supervision</li> <li>c. Customers may be internal or external, domestic and international</li> <li>d. Operations conducted day or night</li> <li>e. Requirements for work may include:               <ul style="list-style-type: none"> <li>e.1. limits of authority in relation to determination of contracts</li> <li>e.2. international codes of practice</li> <li>e.3. communications equipment</li> <li>e.4. international financial control and exchange regulations</li> <li>e.5. international markets</li> <li>e.6. authorities and permits</li> </ul> </li> <li>f. Consultative processes may involve:               <ul style="list-style-type: none"> <li>f.1. service providers</li> <li>f.2. other employees and supervisors</li> <li>f.3. financial and government institutions</li> <li>f.4. suppliers, potential customers and existing clients</li> <li>f.5. management and union representatives</li> <li>f.6. freight forwarding agencies and specialists</li> <li>f.7. custom brokers</li> <li>f.8. other professional or technical staff</li> </ul> </li> </ul>
2. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Operations manuals, job specifications and procedures and induction documentation</li> <li>b. Competency standards and training materials</li> <li>c. Manufacturer's specifications, instructions and labelling advice including materials safety data sheets</li> <li>d. Workplace operating procedures and policies</li> <li>e. Supplier and/or client instructions</li> <li>f. Australian and International standards, criteria and certification requirements</li> <li>g. Communications technology equipment, oral, aural or signed communications</li> <li>h. Applicable Commonwealth and International legislative framework and guidelines concerning:               <ul style="list-style-type: none"> <li>h.1. Occupational Health &amp; Safety regulations and legislation</li> <li>h.2. License, Patent or copyright arrangements</li> <li>h.3. Dangerous goods and hazardous substances</li> <li>h.4. Environment Protection Legislation</li> <li>h.5. Contracts</li> <li>h.6. Movement of goods and cargo</li> <li>h.7. Financial transactions</li> <li>h.8. Transport networks</li> <li>h.9. Insurance</li> </ul> </li> <li>i. Standards and certification requirements</li> <li>j. Quality assurance procedures</li> <li>k. Emergency procedures</li> </ul>
3. Unit specific factors	<ul style="list-style-type: none"> <li>a. Service providers will be from a range of organisations, countries and differ significantly in their capability and capacity to undertake freight forwarding operations</li> <li>b. Assessment should confirm the applicability of new providers to provide a quality, cost competitive service within agreed service parameters</li> </ul>

## Evidence Guide

### ESTABLISH INTERNATIONAL DISTRIBUTION NETWORKS

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. evaluate current and potential service provider performance</li> <li>a.2. identify potential new service providers</li> <li>a.3. negotiate and confirm contractual arrangements</li> <li>a.4. handle international trading accounts</li> <li>a.5. communicate effectively with international and domestic banks, governments, clients, suppliers and service providers</li> <li>a.6. effectively adjust to changing circumstances within the international and local trading environment</li> <li>a.7. maintain enterprise records and documentation</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role or function</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. Contract law</li> <li>a.2. International and domestic trade operations</li> <li>a.3. operational procedures for document control</li> <li>a.4. international legislation regarding carriage of goods</li> <li>a.5. banking procedures and exchange rates</li> <li>a.6. contract negotiation</li> <li>a.7. assessment of logistic functions</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. International trading documentation, payment methods, currency exchange rates, workplace procedures, potential and current service providers</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Modifies activities (within scope of authority) to cater for variations in workplace contexts and environment</li> <li>c. Effectively negotiates to resolve issues and problems</li> <li>d. Uses organisational structures effectively to complete work operations</li> <li>e. Demonstrates consistency of performance over time and in a range of contexts</li> <li>f. Shows evidence of application of relevant workplace procedures including:               <ul style="list-style-type: none"> <li>f.1. codes of practice, hazard policies and procedures</li> <li>f.2. issue resolution procedures</li> <li>f.3. job procedures and work instructions</li> <li>f.4. quality assurance procedures (where existing)</li> <li>f.5. security procedures</li> </ul> </li> <li>g. Action taken promptly - accidents and incidents reported within regulatory requirements and following workplace procedures</li> <li>h. Work completed systematically in accordance with safe operating procedures to minimise the risk of injury to self or others or damage to goods, equipment or products</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated job orders, work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	2	3	3	2

Unit TDT P7 98A **CONTRIBUTE TO THE DEVELOPMENT OF A WORKPLACE LEARNING ENVIRONMENT**

Field P Business Planning

**DESCRIPTION:**

**Skills and knowledge required to promote a learning environment in which work and learning are integrated as an important goal to be achieved (Frontline Management Unit).**

ELEMENT	PERFORMANCE CRITERIA
1. Create learning opportunities	<ul style="list-style-type: none"> <li>a. Workplace environments which facilitate learning are developed and supported</li> <li>b. Learning plans are developed as an integral part of individual/team performance plans</li> <li>c. Learning plans reflect the diversity of needs and learning opportunities of individual employees and the enterprise</li> <li>d. Individual/team access to, and participation in, learning opportunities is facilitated</li> <li>e. Negotiation with training and development specialists results in the planning and provision of learning which enhances the operation of the enterprise</li> </ul>
2. Facilitate and promote learning	<ul style="list-style-type: none"> <li>a. Workplace activities are used as opportunities for learning</li> <li>b. Coaching and mentoring contributes effectively to development of workplace knowledge, skills and attitudes</li> <li>c. The benefits of learning are shared with others in the team/organisation</li> <li>d. Workplace achievement is recognised by timely and appropriate recognition, feedback and rewards</li> </ul>
3. Monitor and improve learning effectiveness	<ul style="list-style-type: none"> <li>a. Feedback from individuals/teams is used to identify and introduce improvements in future learning arrangements</li> <li>b. Adjustments negotiated with training and development specialists results in improvements to the efficiency and effectiveness of learning</li> <li>c. Records and reports of competency are documented and maintained within the organisation's systems and procedures</li> </ul>

## Range of Variables

### CONTRIBUTE TO THE DEVELOPMENT OF A WORKPLACE LEARNING ENVIRONMENT

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Warehousing, Storage Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. This unit operates in an environment where organisational structures support workplace learning</li> </ul>

## Evidence Guide

### CONTRIBUTE TO THE DEVELOPMENT OF A WORKPLACE LEARNING ENVIRONMENT

1. Critical aspects of evidence to be considered	<p>a. Assessment must confirm appropriate knowledge and skills to:</p> <p>a.1. create an environment which enables opportunities for individuals/teams to learn from workplace performance</p> <p>a.2. promote a learning culture in a diverse and complex workplace</p> <p>a.3. explain adult learning principles and link learning to work</p> <p>a.4. facilitate opportunities for learning</p> <p>a.5. manage own work to achieve organisational goals and required results</p> <p>a.6. suggest improvements to training and development operations and negotiate changes</p> <p>a.7. mediate and resolve issues surrounding training and assessment maximising positive outcomes for the organisation and the individuals within it</p> <p>a.8. apply techniques to encourage cross learning of team / group members and external organisations or individuals with relevant expertise</p> <p>a.9. locate, interpret and apply relevant information</p> <p>a.10. provide customer/client service and work effectively with others</p>
2. Interdependent assessment of units	a. This unit of competency may be assessed in conjunction with other units that form part of a job role
3. Required knowledge and skills may include	<p>a. Display of the following knowledge and skills in terms of job role or function:</p> <p>a.1. understanding and knowledge of the application of current competencies within functional activity</p> <p>a.2. focus of operation of workplace systems, resources and management structures</p> <p>a.3. application of relevant assessment guidelines and endorsed competency standards appropriate for the workplace</p> <p>a.4. coaching and mentoring approaches to support team members to share knowledge and skills</p> <p>a.5. enterprise business policies and plans including procedures for training and assessment selection and appropriate application of technology, information systems and procedures</p>
4. Resource implications	<p>a. Organisational policy framework that supports workplace learning</p> <p>b. Appropriate personnel, relevant competency standards and assessment guidelines, assessors</p>
5. Consistency in performance may include	<p>a. Establishes effective working relationships with colleagues</p> <p>b. Legislative requirements are met in any service provision or design</p> <p>c. Modifies activities to cater for variations in workplace contexts and environment</p> <p>d. Demonstrates consistency of performance over time and in a range of contexts</p> <p>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</p> <p>f. Consistently considers when allocating tasks :</p> <p>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</p> <p>f.2. enterprise policies including issue resolution and grievance procedures</p> <p>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</p> <p>g. Establishes learning culture directed at achieving organisational goals and results</p> <p>h. Organisational performance is improved through improved utilisation of staff expertise</p>
6. Context for assessment	a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	2	3	2

**DESCRIPTION:**

**Skills and knowledge required to plan and manage a transport and distribution business**

ELEMENT	PERFORMANCE CRITERIA
1. Identify market	<ul style="list-style-type: none"> <li>a. Existing customers are identified and feedback gained regarding performance</li> <li>b. Improvements are planned to increase service provision</li> <li>c. Potential customers are identified and arrangements made to target potential customers</li> </ul>
2. Set transport and distribution business unit objectives	<ul style="list-style-type: none"> <li>a. Goals for the transport and distribution business are identified in accordance with enterprise business plan</li> <li>b. Key performance indicators are defined and documented</li> <li>c. A strategy to achieve transport and distribution business unit objectives in the short, medium and long term is prepared</li> <li>d. Contingency plans are developed in the event that objectives need to be varied</li> </ul>
3. Collect information for business planning operations	<ul style="list-style-type: none"> <li>a. Information on market competitors, potential opportunities and weaknesses of the business is collected, analysed and organised</li> <li>b. Available resources are identified taking into account customer needs and the business objectives</li> </ul>
4. Establish resources to achieve objectives	<ul style="list-style-type: none"> <li>a. Financial flows are planned and scheduled</li> <li>b. Information on costs and resource utilisation is interpreted and budget requirements are identified</li> <li>c. Staff and physical resource requirements are identified and costed to meet the business requirements</li> <li>d. Job profiles are determined and resources are made available for training to meet business objectives</li> <li>e. Transport and distribution business unit objectives and related policies and practices are explained to employees</li> <li>f. Resource acquisition is managed to ensure business objectives are achieved</li> </ul>
5. Manage business unit performance	<ul style="list-style-type: none"> <li>a. Systems and processes are established to assess progress in achieving profit/productivity plans and targets</li> <li>b. Systems for resource acquisition and usage are established</li> <li>c. Financial information is analysed and interpreted to monitor profit/productivity performance</li> <li>d. Systems and processes are monitored to establish whether resources are being used as planned</li> <li>e. Problems with resource usage are investigated and rectified</li> <li>f. Effective action is taken to reduce costs and enhance value to customers and/or enterprise</li> <li>g. Recommendations for variations to operational plans are negotiated and approved by any relevant parties</li> <li>h. Performance reports are generated in accordance with enterprise procedures</li> </ul>

## Range of Variables

### MANAGE A TRANSPORT & DISTRIBUTION BUSINESS UNIT

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Business may be single site, multi-site</li> <li>b. The business unit includes a complete small business enterprise or a unit within a larger enterprise within the Transport and Distribution Industry</li> <li>c. This unit requires the application of system management processes to ensure business objectives are achieved</li> </ul>

## Evidence Guide

### MANAGE A TRANSPORT AND DISTRIBUTION BUSINESS UNIT

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. manage operations to achieve business goals and key performance indicators</li> <li>a.2. use market knowledge to improve services and work processes</li> <li>a.3. maintain workplace records and appropriate statistical data</li> <li>a.4. develop relationships with external personnel to assist in achieving goals/results</li> <li>a.5. locate, interpret and apply relevant information to prepare financial and business documentation</li> <li>a.6. communicate effectively in writing and orally to explain business objectives and financial concepts</li> <li>a.7. prepare resource proposals within budget</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. implications of Occupational Health &amp; Safety legislation and codes of practice permit and licence requirements</li> <li>a.3. identify improvements to services, resource allocation and use</li> <li>a.4. strategies to implement continuous improvement processes</li> <li>a.5. requirements for compliance with legislation and regulations</li> <li>a.6. planning including predicting consequences and identifying improvements</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Business requiring management</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Demonstrates consistency of performance over time and in a range of contexts</li> <li>c. Business planning and implementation strategies cover legislative obligations</li> <li>d. Encouraging contributions from others on potential improvements to work systems and service provision</li> <li>e. Accessing expertise in financial and resource management to assist in budget/financial plan formation</li> <li>f. Maintaining confidentiality of customers, clients and materials carried</li> <li>g. Modifying work practices to cater for variations in workplace contexts and environments</li> <li>h. Work consistently shows the application of logical planning and management</li> <li>i. Effectively negotiates to resolve issues and problems</li> <li>j. Demonstrates consistency of performance over time and in a range of contexts</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	2	3	3	2



Unit TDT P9 98A PLAN AND MAINTAIN WAREHOUSE LAYOUTS AND INVENTORY SYSTEM

Field P Business Planning

**DESCRIPTION:**

**Skills and knowledge required to plan and maintain a warehouse layout and the warehousing of goods**

ELEMENT	PERFORMANCE CRITERIA
1. Identify space requirements	<ul style="list-style-type: none"> <li>a. The medium and long-term needs of the organisation are assessed to facilitate planning in accordance with the business plan of the enterprise and legislative requirements</li> <li>b. Product type, picking frequencies, value, fragility, weight, handling characteristics, quantity and holding periods are assessed to consider type and amount of storage</li> <li>c. Warehouse throughput is assessed to determine the stock holding and handling requirements for each inventory item</li> <li>d. Volume requirements are calculated to ensure the on-going stock holding needs are met</li> <li>e. The total space requirement is calculated and used to formulate plan for space utilisation</li> </ul>
2. Identify safety and security requirements	<ul style="list-style-type: none"> <li>a. An assessment is made of risks to ensure maximum safety and security for personnel, stock and facilities</li> <li>b. Storage handling security and incident/emergency procedures for each class or type of product are identified and documented</li> <li>c. Procedures to safely use equipment and substances in the workplace are identified and documented</li> <li>d. Fire prevention and fire fighting systems are identified in accordance with building code regulations and storage material requirements</li> <li>e. An evacuation plan is developed in accordance with the safety program of the enterprise.</li> </ul>
3. Develop documentation system	<ul style="list-style-type: none"> <li>a. A system for recording and tracing stock location, receipt, throughput and despatch is developed and implemented to enable reporting, quality assurance and financial requirements to be met</li> <li>b. A system for recording communication with carriers, customers and employees is developed and implemented to assess operational effectiveness and to provide data for system improvement</li> </ul>
4. Design storage zones	<ul style="list-style-type: none"> <li>a. Space requirements and equipment operation are accurately assessed to facilitate the planning of warehouse zones</li> <li>b. An assessment is made of the warehouse environment to enable the most effective use of available space</li> <li>c. Positioning of storage areas, bays, work stations and the like is undertaken in accordance with data obtained from the planning process</li> </ul>
5. Evaluate warehouse utilisation	<ul style="list-style-type: none"> <li>a. A continual system of review is used involving regular checks to ensure storage areas and systems are functioning at optimum levels including:</li> <li>b. Receipt and despatch systems provide for efficient operations</li> <li>c. Storage and handling systems provide ease of access and ergonomic principles</li> <li>d. Product handling and storage minimises product damage, contamination and stock losses</li> <li>e. Warehouse layout remains sufficiently flexible to meet changing storage and handling requirements</li> <li>f. Provision for maintenance and cleaning</li> <li>g. Appropriate reporting systems are established and used to maintain data for the design of improved facilities and systems</li> </ul>

## Range of Variables

### PLAN AND MAINTAIN WAREHOUSE LAYOUTS AND INVENTORY LOCATION

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Warehouse or storage facility may be purpose designed or adapted for particular purpose</li> <li>b. Layout and inventory locations may be planned for short or long terms</li> <li>c. Planning for refurbishment of existing warehouse or storage facilities may be constrained by structural, regulatory or safety issues</li> </ul>

## Evidence Guide

### PLAN AND MAINTAIN WAREHOUSE LAYOUTS AND INVENTORY LOCATION

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. apply leadership skills to the completion of planning and reorganisation of warehouse layouts</li> <li>a.2. suggest improvements to warehouse operations and negotiate changes</li> <li>a.3. resolve issues surrounding effective and efficient storage of goods</li> <li>a.4. locate, interpret and apply relevant information</li> <li>a.5. develop effective documentation and inventory systems</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. focus of operation of warehouse systems, resources, management and workplace operating systems</li> <li>a.3. throughput and storage requirements for inventory</li> <li>a.4. resource availability including the competencies of individuals in the team / group</li> <li>a.5. computer aided drawing skills</li> <li>a.6. enterprise business policies and plans including procedures for warehousing activities</li> <li>a.7. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. warehouse inventory planning projects requiring execution</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when allocating tasks :               <ul style="list-style-type: none"> <li>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>f.2. enterprise policies including issue resolution and grievance procedures</li> <li>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> <li>f.4. inventory management designed to achieve goals and results</li> </ul> </li> <li>g. Uses consultative approaches to implement and evaluate storage facilities and operations</li> <li>h. Organisational performance is improved through improved access to and utilisation of warehouse resources</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	3

Unit TDT P11 98A **DEVELOP AND EVALUATE STRATEGIES FOR TRANSPORT AND DISTRIBUTION ENTERPRISES**

Field P Business Planning

**DESCRIPTION:**

**Skills and knowledge required to develop, implement and evaluate strategic directions for the enterprise.**

ELEMENT	PERFORMANCE CRITERIA
<p>1. Analyse the enterprises internal and external operating environment</p>	<p>a. The effectiveness of the enterprises principal services, products and competitive advantages are identified and confirmed through market analysis</p> <p>b. External factors, including legislative requirements, changes to technology, domestic and international market variability and political constraints, impinging upon the operation of the enterprise are researched and analysed</p> <p>c. Impending changes to internal operations or the external environment are determined</p> <p>d. An analysis is undertaken of the enterprises capacity to operate within the defined environment outlining opportunities to improve market share and/or positioning</p> <p>e. Recommendations for changes to organisational structure, systems, procedures, workforce composition, market orientation and the like are generated and documented in consideration of internal and external analysis and the enterprises goals and values</p>
<p>2. Develop strategies to maximise outcomes for the enterprise</p>	<p>a. Recommendations for changes to the enterprises operations are assessed for feasibility and for cost-benefit from both a short and long term perspective</p> <p>b. Capability and capacity of the enterprise to facilitate changes within financial and time constraints are assessed and documented</p> <p>c. Recommendations and supporting documentation are circulated for agreement to relevant personnel</p> <p>d. Strategies to implement agreed recommendations are generated and documented</p> <p>e. Support processes including the allocation of human, physical and financial resources, the designation of timelines and the setting of the culture and climate of the enterprise are undertaken</p>
<p>3. Implement and evaluate strategies</p>	<p>a. Performance benchmarks for measuring the effectiveness of the change strategies are implemented</p> <p>b. Responsibilities for implementing the change strategies are clearly defined and allocated to designated personnel</p> <p>c. Implementation processes are monitored and where required, adjustments to the strategies are made</p> <p>d. Performance of the enterprise in relation to the identified benchmarks is regularly monitored and reviewed and adjustments made where required</p> <p>e. Individuals/teams are kept informed of progress in the implementation of change</p>
<p>4. Respond to changes within the transport and distribution environment</p>	<p>a. The nature, extent and impact of any issues or changes upon the operations of the enterprise are identified</p> <p>b. Relevant information is processed to establish priorities and responses for dealing with issues or changes</p> <p>c. Strategies are generated/adjusted and controlled to meet changes in the transport and distribution environment</p> <p>d. Liaison is initiated and maintained with organisations/individuals affected by changed operational practice</p> <p>e. Actions undertaken are clearly documented and filed</p>

## Range of Variables

### DEVELOP AND EVALUATE STRATEGIES FOR TRANSPORT AND DISTRIBUTION ENTERPRISES

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. management</li> <li>b.4. market analysts</li> <li>b.5. government authorities</li> <li>b.6. industrial relations, Occupational Health and Safety specialists</li> <li>b.7. other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>b. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>c. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> </ul> </li> <li>b. Relevant agreements, codes of practice and/or legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> <li>d. Analysis of external and internal factors likely to effect strategic directions</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Audit reports concerning quality, OH&amp;S, environment, operations, customer service</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth and International legislation and related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Movement of currency</li> <li>i.5. Operation of corporations</li> <li>i.6. Domestic and international movement of goods</li> <li>i.7. License, patent and copyright requirements</li> <li>i.8. Hazardous substances and dangerous goods</li> <li>i.9. Environment Protection</li> <li>i.10. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> <li>i.11. Standards and certification requirements</li> </ul> </li> <li>j. Workplace statistics</li> <li>k. Quality assurance procedures</li> <li>l. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Analysis of strategic directions for enterprise will entail short and long term perspectives</li> <li>b. Sources of information should be generated from a wide range of sources including analysts, authorities, clients, state and commonwealth governments, local governments, industry forums, peak industry bodies, and internal personnel</li> <li>c. Strategies must consider issues such as organisational productivity, culture, technology implications, cost-benefit, issues of change management and the like</li> <li>d. External consultants may be engaged in development, implementation and evaluation processes</li> </ul>

## Evidence Guide

### DEVELOP AND EVALUATE STRATEGIES FOR TRANSPORT AND DISTRIBUTION ENTERPRISES

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. select appropriate strategies to develop, implement and evaluate strategic directions for the enterprise</li> <li>a.2. access relevant information including identification of circumstances where external expertise is required</li> <li>a.3. apply techniques to encourage appropriate participation of team / group members and relevant external expertise in the development of the strategic plans</li> <li>a.4. locate, interpret and apply relevant information to inform business plan formulation and evaluation</li> <li>a.5. improve customer/client service and work effectively with others to develop and implement strategic plans</li> <li>a.6. institute effective performance indicators to evaluate the outcomes of current and future strategic plans for the enterprise</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. organisations' products, systems, resources, management and operating systems</li> <li>a.2. competitors within the market place</li> <li>a.3. current and future market initiatives including new technologies, products and processes</li> <li>a.4. market and other external environmental factors including the regulatory environment, political imposts, currency fluctuations, changes in domestic and international markets</li> <li>a.5. organisational strengths and weaknesses including the competencies of individuals in the team / group</li> <li>a.6. selection and appropriate application of technology, information sources and systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. business or business unit, workplace statistics, enterprise mission statements, strategic plans, objectives etc</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any strategic plans</li> <li>c. Modifies activities to cater for variations in workplace or market contexts and environments</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of resource allocation decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Strategies identify:               <ul style="list-style-type: none"> <li>f.1. reasons to move in new directions</li> <li>f.2. likely impact upon enterprise</li> <li>f.3. short and long term cost-benefit of new directions</li> <li>f.4. resource allocation required</li> <li>f.5. impinging external and internal factors</li> </ul> </li> <li>g. Uses consultative approaches to develop, implement and evaluate the business plan</li> <li>h. Organisational performance is improved through improved access to and utilisation of internal resources including facilities, technology and staff expertise</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	3

**DESCRIPTION:**

This unit covers the identifying and planning of all work to be performed and resources required for freight or passenger train operations at terminals, stations, interchanges to achieve train timetables

ELEMENT	PERFORMANCE CRITERIA
1. Confirm train details	<ul style="list-style-type: none"> <li>a. Train timetables are continuously monitored and updated to confirm running times and schedules.</li> <li>b. Train arrival, departure and running times are confirmed for work planning purposes.</li> <li>c. Train consist including rollingstock types and details are confirmed for either freight loading/unloading requirements or passenger entraining and detraining requirements.</li> <li>d. Alterations to train configuration are identified for work schedule purposes.</li> </ul>
2. Identify shunting and marshalling requirements	<ul style="list-style-type: none"> <li>a. Rollingstock details and sequence are confirmed for required train consists.</li> <li>b. Train consists are confirmed with respect to customer requirements in accordance with workplace requirements.</li> <li>c. Details of rolling stock shunting movements are established to assemble all planned trains.</li> <li>d. Train marshalling requirements are identified and final train consist confirmed.</li> </ul>
3. Identify freight handling and transport equipment requirements	<ul style="list-style-type: none"> <li>a. Train consist details are evaluated to identify appropriate freight handling, manual handling, dangerous goods and transport equipment</li> <li>b. requirements</li> <li>c. Arrangements are made to ensure required freight handling and transport equipment is serviceable and available when required.</li> <li>d. Personnel, freight handling and transport equipment requirements are monitored and amended to accommodate any changes to load requirements.</li> </ul>
4. Identify required freight forwarding and storage details	<ul style="list-style-type: none"> <li>a. Customer's freight forwarding or freight storage requirements are established with the customer.</li> <li>b. Suitable freight forwarding or freight storage arrangements are made and conveyed promptly to the customer.</li> <li>c. Freight forwarding and freight storage arrangements are confirmed with the appropriate freight booking personnel at the receiving terminal.</li> <li>d. Documentation recording the freight forwarding or freight storage arrangements are accurately completed and forwarded to the appropriate personnel and customer.</li> </ul>
5. Identify passenger / freight support activities	<ul style="list-style-type: none"> <li>a. Activities and documentation associated with the reception, embarkation, conveyance, and disembarkation of passengers are identified in accordance with workplace procedures.</li> <li>b. Freight receiving and customer activities are established.</li> <li>c. Financial and commercial requirements for freight transport are implemented in accordance with organisational policies and procedures.</li> <li>d. Contingency plans for passenger support activities are identified.</li> </ul>
6. Develop integrated work plan	<ul style="list-style-type: none"> <li>a. Passenger/freight movement activities are identified taking into account operational requirements and customer needs.</li> <li>b. All activities are analysed to ensure appropriate equipment and personnel are available and allocated appropriately.</li> <li>c. Arrangements for the integrated co-ordination of equipment and personnel are implemented.</li> <li>d. Contingency plans required to meet unexpected events are identified and required resources are established.</li> <li>e. Co-ordination mechanisms are implemented within the overall work plan.</li> <li>f. Integrated schedule of activities and activity completion times are established and reporting procedures are implemented.</li> <li>g. Relevant OH&amp;S requirements are identified and included in the planning considerations for passenger operations or for loading and unloading of freight.</li> </ul>

## Range Of Variables

### PLAN TRAIN SUPPORT ACTIVITIES

VARIABLE	SCOPE
1. General context	<ul style="list-style-type: none"> <li>a. Work is performed under some supervision, generally within a team environment</li> <li>b. Rolling stock may include all forms of rail cars, wagons and carriages in service within Australian rail systems.</li> </ul>
2. Worksite environment may include	<ul style="list-style-type: none"> <li>a. Operations conducted by day or night in all relevant weather conditions</li> <li>b. Work schedules may include               <ul style="list-style-type: none"> <li>b.1. All documented activities required to be undertaken within a specified timeframe</li> </ul> </li> <li>c. Co-ordination mechanisms may include               <ul style="list-style-type: none"> <li>c.1. Those communication and related activities necessary to link the arrival and departure of passengers with events or activities other than the train movement such as meeting of other trains or different forms of transport</li> </ul> </li> <li>d. Planning of shunting and marshalling operations may include               <ul style="list-style-type: none"> <li>d.1. The application of organisational policies and procedures for shunting and marshalling including appropriate safeworking systems and requirements</li> </ul> </li> <li>e. Passenger support activities may include               <ul style="list-style-type: none"> <li>e.1. Requirements for entraining, detraining and care of passengers and related documentation to complete their movement on scheduled trains</li> </ul> </li> <li>f. Freight support activities may include               <ul style="list-style-type: none"> <li>f.1. Requirements for movement, storage, loading, unloading and documentation between release of freight by of to customers and its movement on scheduled trains</li> </ul> </li> <li>g. Train timetables may include               <ul style="list-style-type: none"> <li>g.1. Computer screen form</li> <li>g.2. Printed booklets</li> <li>g.3. Graphs</li> <li>g.4. Leaflets</li> <li>g.5. Other timetables required by any rail organisation</li> </ul> </li> <li>h. Freight handling and transportation equipment may include               <ul style="list-style-type: none"> <li>h.1. Any equipment used by the organisation for freight handling in the terminal, yard or station</li> </ul> </li> <li>i. Storage arrangements may include               <ul style="list-style-type: none"> <li>i.1. All types of storage locations and facilities used by both the organisation and its customers</li> </ul> </li> <li>j. Freight customer support activities may include               <ul style="list-style-type: none"> <li>j.1. The provision of vehicle reception and parking facilities and services</li> </ul> </li> </ul>
3. Sources of information/documents may include	<ul style="list-style-type: none"> <li>k. Documentation may include               <ul style="list-style-type: none"> <li>k.1. All forms of documentation used by the organisation for planning train support activities including passenger / freight booking and follow-up documentation</li> <li>k.2. Policies and procedures applicable to arrangements for passenger / freight conveyance</li> </ul> </li> </ul>
4. Workplace context may include	<ul style="list-style-type: none"> <li>a. Work organisation procedures and practices</li> <li>b. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>b.1. workplace agreements and awards</li> <li>b.2. State, Federal or Territory Legislation</li> <li>b.3.</li> </ul> </li> </ul>
5. Applicable State/ Territory/ Commonwealth regulations and legislation may include	<ul style="list-style-type: none"> <li>a. Applicable procedures and codes may include               <ul style="list-style-type: none"> <li>a.1. OH&amp;S legislation, codes of practice, policies and procedures</li> <li>a.2. Organisational policies and procedures related to passenger and freight train movements</li> <li>a.3. Railways of Australia Code of Practice and Conditions for the Carriage of Dangerous Goods</li> <li>a.4. Safeworking procedures and regulations</li> </ul> </li> </ul>



## Evidence Guide

### PLAN TRAIN SUPPORT ACTIVITIES

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. Apply organisation's safeworking and OH&amp;S procedures and regulations</li> <li>a.2. Obtain, interpret and communicate operational information</li> <li>a.3. Plan passenger or freight train support activities</li> <li>a.4. Complete relevant documentation</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of the job role for persons carrying out the planning of passenger or freight train support activities in the Australian rail system.</li> </ul>
3. Required knowledge and skills	<ul style="list-style-type: none"> <li>a. Communication skills</li> <li>b. Customer liaison skills</li> <li>c. Customer needs</li> <li>d. Freight booking procedures</li> <li>e. Loading and unloading practices</li> <li>f. Locomotive and motive power unit types and details</li> <li>g. Negotiation skills</li> <li>h. OH&amp;S legislation, codes of practice, policies and procedures</li> <li>i. Organisational policies and procedures relevant to train support activities</li> <li>j. Organisation's computer assisted planning program(s)</li> <li>k. Passenger booking procedures</li> <li>l. Planning and contingency planning</li> <li>m. Problem solving</li> <li>n. Railways of Australia <i>Code of Practices and Conditions for the Carriage of Dangerous Goods</i></li> <li>o. Relevant standards and codes of practice for manual handling</li> <li>p. Rolling stock, wagon/carriage types and details</li> <li>q. Safeworking systems and requirements</li> <li>r. Station and interchange operations</li> <li>s. Storage facilities and corresponding transport arrangements</li> <li>t. Terminal/yard and station operations</li> <li>u. Timetables</li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Access to train support activities in real or appropriately simulated environments</li> </ul>
5. Consistency in performance	<ul style="list-style-type: none"> <li>a. Applies underpinning knowledge and skills when:               <ul style="list-style-type: none"> <li>a.1. completing tasks</li> <li>a.2. identifying improvements</li> <li>a.3. applying safety precautions relevant to the task</li> <li>a.4. assessing operational capability of equipment used and work processes selected</li> </ul> </li> <li>b. Shows evidence of application of relevant workplace procedures including:               <ul style="list-style-type: none"> <li>b.1. hazard policies and procedures including Codes of Practice</li> <li>b.2. issue resolution procedures</li> <li>b.3. job procedures and work instructions</li> <li>b.4. relevant guidelines relating to the use of machinery and equipment capability and limitations</li> <li>b.5. quality procedures (where existing)</li> <li>b.6. security procedures</li> <li>b.7. following enterprise housekeeping processes</li> <li>b.8. waste, pollution and recycling management processes</li> </ul> </li> <li>c. Action taken promptly, accidents and incidents reported in accordance with Statutory requirements and enterprise procedures</li> <li>d. Recognises and adapts appropriately to cultural differences in the workplace, including modes of behaviour and interactions among staff and others</li> <li>e. Work completed systematically with attention to detail without damage to goods, equipment or personnel</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in an appropriately simulated environment</li> </ul>

#### KEY COMPETENCIES

Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	3

Unit TDT Q2 97A SET AND ACHIEVE BUDGETS

Field Q Financial Management

**DESCRIPTION:**

**Knowledge and skills required to develop relevant operational budgets, monitor and analyse budgets and identify and make recommendations to achieve budget targets**

ELEMENT	PERFORMANCE CRITERIA
1. Plan budget requirements	<ul style="list-style-type: none"><li>a. Financial flows for budgetary periods are planned and scheduled in accordance with company requirements</li><li>b. Information on costs and resource utilisation is fully assessed and correctly interpreted</li><li>c. Effective action is taken to reduce costs and enhance value to customer and/or company</li></ul>
2. Monitor budget and take corrective action	<ul style="list-style-type: none"><li>a. Corrective action is taken in response to actual or potential significant deviations from financial plans</li><li>b. Where a budget under or overspend is likely to occur, the appropriate people are informed with minimum delay</li><li>c. Prompt, corrective action is taken where necessary in response to actual or potential significant deviations from budget</li></ul>
3. Monitor expenditure	<ul style="list-style-type: none"><li>a. Expenditure made is within agreed limits, does not compromise future spending requirements and conforms to the organisation's policy and procedures</li><li>b. Requests for expenditure outside limits of responsibility are referred to appropriate persons</li><li>c. Where necessary, expenditure is phased in accordance with a planned time scale</li></ul>
4. Review and modify budget	<ul style="list-style-type: none"><li>a. Actual income and expenditure is checked against agreed budgets at regular, appropriate intervals</li><li>b. Any necessary authority for changes in allocation between budget heads is obtained in advance of requirement</li><li>c. Modifications made to agreed budgets during the accounting period are consistent with agreed guidelines and correctly authorised</li></ul>

## Range of Variables

### SET AND ACHIEVE BUDGETS

VARIABLE	SCOPE
1. Workplace environment	a. includes leadership role in road transport situations, for example a.1. in the warehouse and at the depot a.2. in the vehicle on the road a.3. at the client's workplace a.4. in team and autonomous working situations
2. Level of Supervision	a. may be limited or minimum supervision
3. OH and S Standards	a. as per company and statutory requirements
4. Documentation and Reporting Systems	a. as per company procedures
5. Procedures	a. procedures those prescribed by the company

## Evidence Guide

### SET AND ACHIEVE BUDGETS

1. Critical aspects of evidence	<ul style="list-style-type: none"> <li>a. Assessment must confirm sufficient knowledge of procedures for setting and achieving operational budgets</li> <li>b. Assessment must confirm the ability to apply this knowledge in a real or simulated road transport environment</li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit could be assessed in conjunction with <i>Manage operations to achieve planned outcome</i> <i>Manage fleet control and logistics</i></li> </ul>
3. Underpinning skills and knowledge	<ul style="list-style-type: none"> <li>a. Underpinning knowledge                             <ul style="list-style-type: none"> <li>a.1. Budgetary procedures and policies</li> <li>a.2. Budgetary control systems</li> <li>a.3. Limits of authorised expenditure</li> </ul> </li> <li>b. Underpinning skills                             <ul style="list-style-type: none"> <li>b.1. Basic accounting</li> <li>b.2. Calculation skills</li> <li>b.3. Collecting, analysing and organising information</li> <li>b.4. Reading budgetary documents, financial statements and reports</li> </ul> </li> </ul>
4. Resources	<ul style="list-style-type: none"> <li>a. Assessment of this unit requires access to relevant information, documentation</li> </ul>
5. Consistency	<ul style="list-style-type: none"> <li>a. Competence in this unit needs to be assessed over a period of time to ensure consistency of performance in a range of contexts</li> </ul>
6. Context	<ul style="list-style-type: none"> <li>a. Competence must be demonstrable for the relevant work situation, in a real or simulated road transport environment</li> <li>b. Assessment of this unit of competence will usually include observation of real or simulated work processes and procedures, oral and/or written questioning on underpinning knowledge and skills and consideration of evidence of required attitudes</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	2	2	2	3	2	2

**DESCRIPTION:****Skills and knowledge required to undertake budgeting activities to a business unit**

ELEMENT	PERFORMANCE CRITERIA
1. Evaluate data for budget	<ul style="list-style-type: none"> <li>a. Operating plan for business unit is examined to identify:               <ul style="list-style-type: none"> <li>a.1. Scope, nature and intent of business operations</li> <li>a.2. Existing and potential markets</li> <li>a.3. Competition from existing or new operations</li> <li>a.4. Fixed and flexible costs</li> <li>a.5. New, contracted or expanded operational requirements</li> <li>a.6. Opportunities and impediments</li> </ul> </li> <li>b. Proposed budget target figures are identified to meet profit and fixed cost requirements</li> <li>c. Previous budget and actual revenue and expenditure figures are compared, reasons for performance figures are analysed and recorded</li> <li>d. External factors which may influence performance are identified</li> <li>e. Reasons for variations to targets over actual performance are considered and used to inform budget decision making process</li> </ul>
2. Draft budget	<ul style="list-style-type: none"> <li>a. Budget documentation is prepared in accordance with enterprise policy and procedures</li> <li>b. Estimates of costs and benefits are supported by valid, relevant information, recommendations are supported by realistic alternatives and contain accurate, clear proposals</li> <li>c. Budget papers indicate net benefits over designated time frame and related changes in operations</li> <li>d. Budget documentation is clear and concise and provides information in appropriate language to inform management and employees</li> <li>e. Draft budget is circulated to stakeholders for information and feedback</li> <li>f. Feedback is considered and redrafting process and contentious issues are clarified by further explanation</li> </ul>
3. Negotiate budgets	<ul style="list-style-type: none"> <li>a. Budget negotiations conducted within appropriate agreed time line and in a manner likely to promote on-going cooperation</li> <li>b. Budget negotiations reflect the overall enterprise policies and objectives relevant to the managers area of responsibility</li> <li>c. Clarification is promptly sought where areas of uncertainty or disagreement occur</li> <li>d. All relevant personnel are promptly and accurately informed of budget decisions</li> <li>e. Budget implications and interpretation are explained and the process for implementation developed in consultation with employees and management</li> </ul>
4. Implement and monitor budget performance	<ul style="list-style-type: none"> <li>a. Objectives and targets for individual zones or operations are developed in active consultation with team members and management</li> <li>b. Implementation strategies and objectives accurately reflect the overall enterprise policy</li> <li>c. Strategies and objectives are attainable, cost efficient and realistic within the designated time frame</li> <li>d. implementation process allows for continuous improvement processes</li> <li>e. Constraints are identified and alternative strategies are developed</li> <li>f. Trends in actual income and expenditure are compared to budget targets regularly and corrective action taken promptly when deviations from budget occur</li> <li>g. Necessary changes to agreed budget are negotiated in advance of requirement</li> <li>h. Modifications to existing budgets are documented and authorised according to enterprise policy</li> <li>i. Information on (any revised) targets, implementation strategies and budget performance is regularly provided to management and employees</li> </ul>

## Range of Variables

### SET, MONITOR AND EVALUATE BUDGETS FOR BUSINESS UNIT

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and suppliers</li> <li>b.3. financial managers, accountants</li> <li>b.4. management and union representatives</li> <li>b.5. industrial relations, Occupational Health and Safety specialists other professional or technical staff, contractors and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislative framework and guidelines concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Fiduciary responsibilities</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. Statistical information and analyses</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Budgets may be developed for component parts of operations or for specialised service provision</li> <li>b. Budgets are developed within the context of enterprise policies and procedures</li> </ul>

## Evidence Guide

### SET, MONITOR AND EVALUATE BUDGETS FOR BUSINESS UNIT

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. prepare a budget with appropriate clarity and accuracy</li> <li>a.2. apply leadership skills to the completion of budget processes including the allocation of resources, taking into account organisational policy</li> <li>a.3. suggest improvements to work operations and negotiate changes to implement budget forecasts</li> <li>a.4. mediate and resolve issues surrounding changes in resource allocation maximising positive outcomes for the organisation and the individuals within it</li> <li>a.5. apply techniques to encourage appropriate participation of team / group members and external relevant expertise in the budget process</li> <li>a.6. identify requirements of the budget and supporting documentation including evaluation measures</li> <li>a.7. research, interpret, monitor and apply relevant information from a range of sources to inform the budget process</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. accountancy practice</li> <li>a.2. market awareness</li> <li>a.3. negotiation skills</li> <li>a.4. focus of operation of enterprise component strengths and weaknesses and the strengths and weaknesses of competitors</li> <li>a.5. resource availability including the competencies of individuals in the team / group to meet operational requirements</li> <li>a.6. enterprise business policies and plans including procedures for budget formulation and information dissemination</li> <li>a.7. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. Financial and market information, business plan and operating budget</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met within the budget parameters</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Budgets are designed to achieve goals and results</li> <li>g. Uses consultative approaches to implement and evaluate resource allocations, productivity outcomes and work unit performance</li> <li>h. Organisational performance is improved through improved access to and utilisation of budget information and resource management strategies</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	2	2	3	2

Unit TDT Q8 98A NEGOTIATE A CONTRACT

Field Q Financial Management

**DESCRIPTION:**

**Skills and knowledge required to initiate and complete contract arrangements with clients, customers and suppliers**

ELEMENT	PERFORMANCE CRITERIA
1. Negotiate contract	<ul style="list-style-type: none"><li>a. Requirements of the contract are clearly documented and understood by the relevant parties</li><li>b. Areas of ambiguity or concern are clarified and resolved</li><li>c. Negotiations are undertaken for the contracting of required services/goods on a 'without prejudice' basis</li><li>d. Conditions for service and /or supply of goods/materials are agreed between the parties including the determination of key performance indicators</li><li>e. Alternative processes are undertaken where agreement is unable to be reached in accordance with enterprise procedures</li><li>f. Negotiations conform to established enterprise requirements and relevant legislation</li></ul>
2. Complete contract negotiations	<ul style="list-style-type: none"><li>a. Contract documentation is drafted in accordance with relevant legislation, enterprise procedures and negotiated conditions of service and supply</li><li>b. Technical support in the drafting of contracts is accessed where required</li><li>c. Contract documentation is signed and exchanged between the relevant parties</li></ul>
3. Complete enterprise contract requirements	<ul style="list-style-type: none"><li>a. Documentation systems are established to ensure traceability of orders and financial transactions</li><li>b. Organisational systems that require interaction with customers/clients/suppliers are identified and actioned</li><li>c. Quality assurance procedures for supplied goods are initiated</li><li>d. Contract and ancillary documentation is completed and stored in accordance with enterprise procedures and, where applicable, regulatory requirements</li></ul>



## Range of Variables

### NEGOTIATE A CONTRACT

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in the Warehousing, Storage Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers, clients and suppliers</li> <li>b.3. legal representatives</li> <li>b.4. relevant authorities</li> <li>b.5. management</li> <li>b.6. Occupational Health and Safety specialists</li> <li>b.7. other professional or technical staff</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and supplier contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>a. Operates under general guidance on progress and outcomes of work</li> <li>b. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>c. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>d. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or suppliers handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Supplier and/or client instructions</li> <li>e. Legal and contract documentation</li> <li>f. Materials safety data sheets</li> <li>g. Communications technology equipment, oral, aural or signed communications</li> <li>h. Personal and work area work procedures and practices</li> <li>i. Applicable State, Territory, Commonwealth legislative framework concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, suppliers and contractors</li> <li>i.2. Contracts</li> <li>i.3. Hazardous substances and dangerous goods</li> <li>i.4. Environment Protection</li> <li>i.5. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Contracts may be for singular or continuous supply of goods and/or services</li> <li>b. Document /data interchange may be electronic or paper based</li> <li>c. Clients/Customers/Suppliers may include domestic and international contractors, corporations, individuals and government agencies</li> <li>d. Contract must conform to relevant legislation in regards to issues of probity and fair dealings</li> </ul>

## Evidence Guide

### NEGOTIATE A CONTRACT

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. suggest improvements to supply operations and negotiate changes</li> <li>a.2. mediate and resolve issues surrounding supply, maximising positive outcomes for the organisation and the individuals within it</li> <li>a.3. complete and formalise contract negotiations</li> <li>a.4. identify requirements of tasks and organise planning, job completion and evaluation stages</li> <li>a.5. locate, interpret and apply relevant information</li> <li>a.6. provide customer/client service and work effectively with others</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. 3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. focus of operation of supply arrangements, resources, management and workplace operating systems</li> <li>a.2. contract law</li> <li>a.3. contract formulation and negotiation</li> <li>a.4. enterprise business policies and plans including procedures for maintenance of confidentiality</li> <li>a.5. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>a. supply requirements, client/customer/supplier information, enterprise contract procedures</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when allocating tasks :               <ul style="list-style-type: none"> <li>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>f.2. enterprise policies including issue resolution and grievance procedures</li> <li>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>g. Arranges work to achieve goals and results</li> <li>h. Uses consultative approaches to implement and evaluate contracts</li> <li>i. Organisational performance is improved through improved access to and utilisation of preferred suppliers and extension of ongoing client base</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	2	2	2	2	2

**DESCRIPTION:**

**Skills and knowledge required to initiate and complete contract arrangements with identified contractors**

ELEMENT	PERFORMANCE CRITERIA
<p>4. Negotiate contract with contractor</p>	<p>g. Requirements of the contract are clearly documented and understood by the relevant parties                      h. Areas of ambiguity or concern are clarified and resolved                      i. Negotiations are undertaken with selected contractor for the contracting of required goods/services on a 'without prejudice' basis                      j. Conditions for service and/or supply of goods/services are agreed between the enterprise and the contractor including the determination of key performance indicators                      k. Alternative contractors are negotiated with if agreement is unable to be reached with preferred contractor                      l. Contract negotiations conform to established enterprise requirements and relevant legislation</p>
<p>5. Complete contract negotiations</p>	<p>d. Contract documentation is drafted in accordance with relevant legislation, enterprise procedures and negotiated conditions of service and supply                      e. Technical support in the drafting of contracts is accessed where required                      f. Contract documentation is signed and exchanged between the relevant parties</p>
<p>6. Complete enterprise contract requirements</p>	<p>e. Documentation systems are established to ensure traceability of orders and financial transactions                      f. Organisational systems that require interaction with contractors are identified and actioned                      g. Quality assurance procedures for supplied goods/services are initiated                      h. Contract and ancillary documentation is completed and stored in accordance with enterprise procedures and, where applicable, regulatory requirements</p>

## Range of Variables

### CONTRACT TRANSPORT AND DISTRIBUTION SERVICES

VARIABLE	SCOPE
1. Workplace context	<ul style="list-style-type: none"> <li>a. Work may be undertaken in various work environments in Transport and Distribution Industries</li> <li>b. Consultative processes may involve:               <ul style="list-style-type: none"> <li>b.1. other employees and supervisors</li> <li>b.2. customers and contractors</li> <li>b.3. management and union representatives</li> <li>b.4. industrial relations, Occupational Health and Safety specialists</li> <li>b.5. other professional or technical staff and maintenance personnel</li> </ul> </li> <li>c. The workplace environment may involve twenty four hour operation, single and multi site location, large, medium and small companies</li> <li>d. Services, products, risks, work systems and requirements potentially vary in different sections of the enterprise</li> <li>e. Customer and contractor contact and co-ordination is a requirement of these operations</li> </ul>
2. Job role context	<ul style="list-style-type: none"> <li>e. Operates under general guidance on progress and outcomes of work</li> <li>f. Exercises discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within organisational policy and procedures</li> <li>g. A range of opportunities may be used to develop the work area and to support the development of work systems, innovative strategies to deal with contingencies and to encourage the achievement of the organisations' goals and key performance objectives by the work area and the individuals and teams within it</li> <li>h. The unit generally applies to those with responsibility for resource co-ordination and allocation and provides leadership of others individually or in teams</li> </ul>
3. Work activities require the application of:	<ul style="list-style-type: none"> <li>a. Relevant workplace procedures including:               <ul style="list-style-type: none"> <li>a.1. enterprise policies and procedures</li> <li>a.2. guidelines relating to minimising risks to the environment and occupational health and safety requirements</li> <li>a.3. quality assurance procedures (where existing)</li> <li>a.4. responding to and reporting of accidents and incidents within regulatory requirements and enterprise procedures</li> </ul> </li> <li>b. Relevant agreements, codes of practice and other legislative requirements</li> <li>c. Appropriate workplace language and communication strategies and interpretation of relevant information</li> </ul>
4. Sources of information / documents may include:	<ul style="list-style-type: none"> <li>a. Quality or enterprise work specifications and procedures</li> <li>b. Manufacturer's specifications and/or contractors handling and storage advice</li> <li>c. Workplace operating procedures and policies</li> <li>d. Contractor and/or client instructions</li> <li>e. Materials safety data sheets</li> <li>f. Communications technology equipment, oral, aural or signed communications</li> <li>g. Personal and work area work procedures and practices</li> <li>h. Conditions of service, legislation and industrial agreements including:               <ul style="list-style-type: none"> <li>h.1. workplace agreements and awards</li> <li>h.2. occupational health &amp; safety procedures</li> </ul> </li> <li>i. Applicable State, Territory, Commonwealth legislation and any related regulations concerning:               <ul style="list-style-type: none"> <li>i.1. Occupational Health &amp; Safety in terms of duties of employers, employees, contractors and contractors</li> <li>i.2. Workplace Relations</li> <li>i.3. Workers Compensation</li> <li>i.4. Hazardous substances and dangerous goods</li> <li>i.5. Environment Protection</li> <li>i.6. Equal Opportunity, Equal Employment Opportunity and Affirmative Action</li> </ul> </li> <li>j. Standards and certification requirements</li> <li>k. License, Patent or copyright arrangements</li> <li>l. Quality assurance procedures</li> <li>m. Emergency procedures</li> </ul>
5. Unit specific factors	<ul style="list-style-type: none"> <li>a. Contracts may be for singular or continuous supply</li> <li>b. Document /data interchange may be electronic or paper based</li> <li>c. Contractors may include domestic and international contractors, corporations and government agencies</li> <li>d. Contract must conform to relevant legislation in regards to issues of probity and fair dealings</li> </ul>

## Evidence Guide

### CONTRACT TRANSPORT AND DISTRIBUTION SERVICES

1. Critical aspects of evidence to be considered	<ul style="list-style-type: none"> <li>a. Assessment must confirm appropriate knowledge and skills to:               <ul style="list-style-type: none"> <li>a.1. suggest improvements to supply operations and negotiate changes</li> <li>a.2. mediate and resolve issues surrounding supply, maximising positive outcomes for the organisation and the individuals within it</li> <li>a.3. apply techniques to encourage appropriate participation of team / group members and external organisations or individuals with relevant expertise</li> <li>a.4. identify requirements of tasks and organise planning, job completion and evaluation stages</li> <li>a.5. locate, interpret and apply relevant information</li> <li>a.6. provide customer/client service and work effectively with others</li> </ul> </li> </ul>
2. Interdependent assessment of units	<ul style="list-style-type: none"> <li>a. This unit of competency may be assessed in conjunction with other units that form part of a job role</li> </ul>
3. Required knowledge and skills may include	<ul style="list-style-type: none"> <li>a. Display of the following knowledge and skills in terms of job role or function:               <ul style="list-style-type: none"> <li>a.1. understanding and knowledge of the application of current competencies within functional activity</li> <li>a.2. focus of operation of supply arrangements, resources, management and workplace operating systems</li> <li>a.3. contract formulation and negotiation</li> <li>a.4. enterprise business policies and plans including procedures for maintenance of confidentiality</li> <li>a.5. selection and appropriate application of technology, information systems and procedures</li> </ul> </li> </ul>
4. Resource implications	<ul style="list-style-type: none"> <li>b. supply requirements, contractor information, enterprise contract procedures</li> </ul>
5. Consistency in performance may include	<ul style="list-style-type: none"> <li>a. Establishes effective working relationships with colleagues</li> <li>b. Legislative requirements are met in any service provision or design</li> <li>c. Modifies activities to cater for variations in workplace contexts and environment</li> <li>d. Demonstrates consistency of performance over time and in a range of contexts</li> <li>e. Impact of decisions minimise risk to the enterprise in terms of commercial, environmental, health (welfare) and safety considerations</li> <li>f. Consistently considers when allocating tasks :               <ul style="list-style-type: none"> <li>f.1. competency requirements, size of tasks, development opportunities and requirements of organisational policy and operating procedures and makes appropriate adjustments when required</li> <li>f.2. enterprise policies including issue resolution and grievance procedures</li> <li>f.3. cultural differences in the workplace, including modes of behaviour and interactions among staff and others and adapts processes accordingly</li> </ul> </li> <li>g. Arranges work to achieve goals and results</li> <li>h. Uses consultative approaches to implement and evaluate contract arrangements</li> </ul>
6. Context for assessment	<ul style="list-style-type: none"> <li>a. Assessment may occur on the job or in a workplace simulated facility with relevant equipment, simulated work instructions and deadlines</li> </ul>

KEY COMPETENCIES						
Collect, Analyse & Organise Information	Communicate Ideas & Information	Plan & Organise Activities	Work with Others & in Teams	Use Mathematical Ideas & Techniques	Solve Problems	Use Technology
3	3	3	3	3	3	3