



SLOVENSKI STANDARD

SIST CR 13156:2001

01-februar-2001

BY_UHf]`dc_`]Wb]`dfcZ]žXYi ^c]j `c[]gh_]

Some occupational profiles for practitioners in logistics

iTeh STANDARD PREVIEW
(standards.iteh.ai)

Ta slovenski standard je istoveten z: **CR 13156:1998**

[SIST CR 13156:2001](https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-8657138564f8/sist-cr-13156-2001)

<https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-8657138564f8/sist-cr-13156-2001>

ICS:

03.100.10	Nabava. Dobava. Logistika	Purchasing. Procurement. Management of stock
-----------	---------------------------	---

SIST CR 13156:2001

en

iTeh STANDARD PREVIEW
(standards.iteh.ai)

SIST CR 13156:2001

<https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-8657138564f8/sist-cr-13156-2001>

CEN REPORT
RAPPORT CEN
CEN BERICHT

CR 13156

February 1998

ICS

Descriptors:

English version

Some occupational profiles for practitioners in logistics

This CEN Report was approved by CEN on 19 November 1997. It has been drawn up by the Technical Committee CEN/TC 273.

CEN members are the national standards bodies of Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland and United Kingdom.

iTeh STANDARD PREVIEW
(standards.iteh.ai)

[SIST CR 13156:2001](https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-8657138564f8/sist-cr-13156-2001)

<https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-8657138564f8/sist-cr-13156-2001>



EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

Central Secretariat: rue de Stassart, 36 B-1050 Brussels

SOME OCCUPATIONAL PROFILES FOR PRACTITIONERS IN LOGISTICS

CONTENTS	PAGE
Introduction	1
Background	1
Summary of the Research	
Methodology	2
The Questionnaire	2
Data Analysis	2
Development of the Profiles	3
Index of Profiles	3
TC/273 's Notes on the Profiles	5
The Occupational Profiles	6 - 69
APPENDICES	
Appendix A - Activity Sets	70
Appendix B - Activity Clusters	71
Appendix C - Contents of Activity Clusters	72-75

iTeh STANDARD PREVIEW
(standards.iteh.ai)



INTRODUCTION

This technical report has been prepared from the original text of the occupational profiles in the FORCE Project Report 91/1/563 produced by the participating members of the European Logistics Association.

The aim of this new draft, also commissioned by the ELA and funded by the EU's Leonardo program, has been to produce for CEN TC/273 (Logistics) an edited version of the original profiles in a format which may be considered to be more applicable to the needs of potential users and acceptable for publication as a CEN Report.

The original report was based upon a research project conducted in seven EU Member States and co-ordinated by CIBB (Dutch National Centre for Innovation in Vocational Education & Training).

In order to appreciate the nature and extent of that project, its methodology and the validity of its findings, the reader is well advised to study the original report and its annexes; it is available from the ELA or national Logistics Associations or Institutes. In preparing this revision, great care has been taken to avoid making any changes which might be considered to impair the integrity of the research findings upon which the occupational profiles are based.

<https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-86571385648/cen-cr-13156-2001>

The contents of this publication incorporates the work of the European Logistics Association (ELA) and is reproduced with their permission.

BACKGROUND

The involvement of TC/273 and its Working Groups stems from CEN's parallel interest in the evident need for a degree of uniformity amongst EU Members on matters of vocational training for workers pursuing careers in the disciplines encompassed by Logistics, now regarded by industry at large, and most management scientists, as being of vital importance.

Thus, the ELA/FORCE project was closely monitored by TC/273's WG2, so that the occupational profiles resulting from the research data analysis might be reproduced as an official CEN Report. This, in turn, will form the basis of the work of WG3, which aims to produce guidelines on the elements of knowledge required (or to be acquired through vocational training) for practitioners in those disciplines.

SUMMARY OF THE RESEARCH

As was stated above, the full detail of the methodology, range and extent of the research is set out in the ELA/FORCE Report; a brief summary is given here.

1. The Methodology

The fundamental requirement for this research was a comprehensive questionnaire to be completed by an extensive sample of respondents representing all levels of responsibility in logistics management and operations, and throughout all branches of European industry. Preparation of the questionnaire and its translation into the languages of the participating countries took almost a year.

The method used compared the activities performed by the respondents; these activities were then combined into clusters based upon their statistical correlation. The results were appraised by a group of senior logistics experts (the Experts), there being several such stages of analysis and appraisal. The research, in considering each activity, took account of the frequency with which it was said to be performed and also of its relative importance in relation to the total job. From these a weighted average score was calculated; this is shown in the graph adjacent to each profile.

[SIST CR 13156:2001](https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-8657138564f8/sist-cr-13156-2001)

[https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-](https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-8657138564f8/sist-cr-13156-2001)

2. The Questionnaire

This was in several parts and designed to produce a sketch of the target Company, of the (up to ten) staff who were participating and of the jobs which each of them performed.

There followed over 600 separate activities arranged into 27 sets, each set broadly representing a function area. These function areas are shown in Appendix A.

In going through the questionnaire, respondents were asked to identify the activities which they actually performed and to show how often they did so; and to show the relative importance of each activity on a high-mid-low scale.

3. Data Analysis

Interpreting the mass of data arising from over 600 activities is impossible. Therefore they were arranged into coherent activity groups, based upon their statistical correlation, in order to make further computer analysis more efficient. Related activities were then "clustered" statistically and at various stages of this cluster analysis process, the results were presented to the Experts whose task was, inter alia, to keep the results in line with known reality.

On completion of the process, 21 clusters of activities were recognized and each was given a label. They are listed in Appendix B. These provided the framework for the job profiles which were to be the end result of the project.

4. Development of the Profiles

Appendix C contains a brief description of the *contents* of the activity clusters under the labels (names) applied by the Experts. For a complete summary of the contents of the 21 clusters, please refer to the annexes to the original ELA/FORCE Report.

All respondents were combined into groups based upon their scores in the final 21 activity clusters. Those within each group are characterized by the similarity of the functions and activities which they perform - ie. their jobs are more or less identical but between the groups there are significant differences.

This final process resulted in 32 occupational (job) profiles, into which fitted 1525 of the original 1555 respondents, arranged by the Experts into 7 sections. These are listed below and in the English version of the report the following order of job seniority was assumed, except for Specialist roles which fit where appropriate.

Director of function;

Manager of function;

Supervisor of function;

Clerical and operational.

5. Index of Profiles

Group 1. Management & Support	Group 5. Production
1.1 Director of Corporate Planning	5.1 Production Planning & Control Manager
1.2 Materials Manager	5.2 Inventory Manager
1.3 Corporate Logistics Director	5.3 Production Planner
1.4 Logistics Manager	5.4 Production Planning Clerk
1.5 Operations Planner	5.5 Shopfloor Supervisor
1.6 Organization & Methods Planner	5.6 Production Control Assistant
	5.7 Master Planner
	5.8 Shopfloor Operative
Group 2. Sales	Group 6. Distribution & Warehousing
2.1 Sales/Marketing Supervisor	6.1 Distribution Manager
2.3 Order Entry Clerk	6.2 Distribution Supervisor
2.4 Customer Service Supervisor	6.4 Warehouse Manager
2.5 Customer Service Clerk	6.5 Stock Supervisor
Group 3. Purchasing	6.7 Warehouse Supervisor
3.1 Purchasing Manager	6.8 Warehouseman
3.2 Buyer	

Page 6
CR 13156:1998

3.3 Assistant Buyer

Group 4 .Product Development

4.1 Product Developer

4.2 Product Designer

Group 7. Transport

7.1 Transport Supervisor

7.2 Transport Planner

7.3 Fleet Manager

iTeh STANDARD PREVIEW
(standards.iteh.ai)

SIST CR 13156:2001

<https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-8657138564f8/sist-cr-13156-2001>

TC/273's NOTES ON THE PROFILES

It has been shown that the role of the Experts was mainly to ensure that the results of the research were consistent with the real world of occupational practice. In studying the 32 profiles which follow, it should be remembered that they do not represent job descriptions, although they might be used as a basis for developing such.

It should also be remembered that from the responses made by those who took part in the research, the activities which they said they performed have clustered into work profiles which have been given *labels*; these are *not* job titles. Therefore, an individual performing, as part of the job, the tasks outlined in Profile 3.1 will not necessarily be called "Purchasing Manager".

Throughout the profiles frequent reference is made to "the job" as performing tasks, having responsibilities or being held accountable. This is done because it is always the case that job responsibilities (as opposed to personal responsibility for judgment, behavior and conduct) attach to the individual only to the extent that he or she is the holder of the job. Whatever the job is charged with -its responsibilities- don't go away when the individual leaves or is promoted.

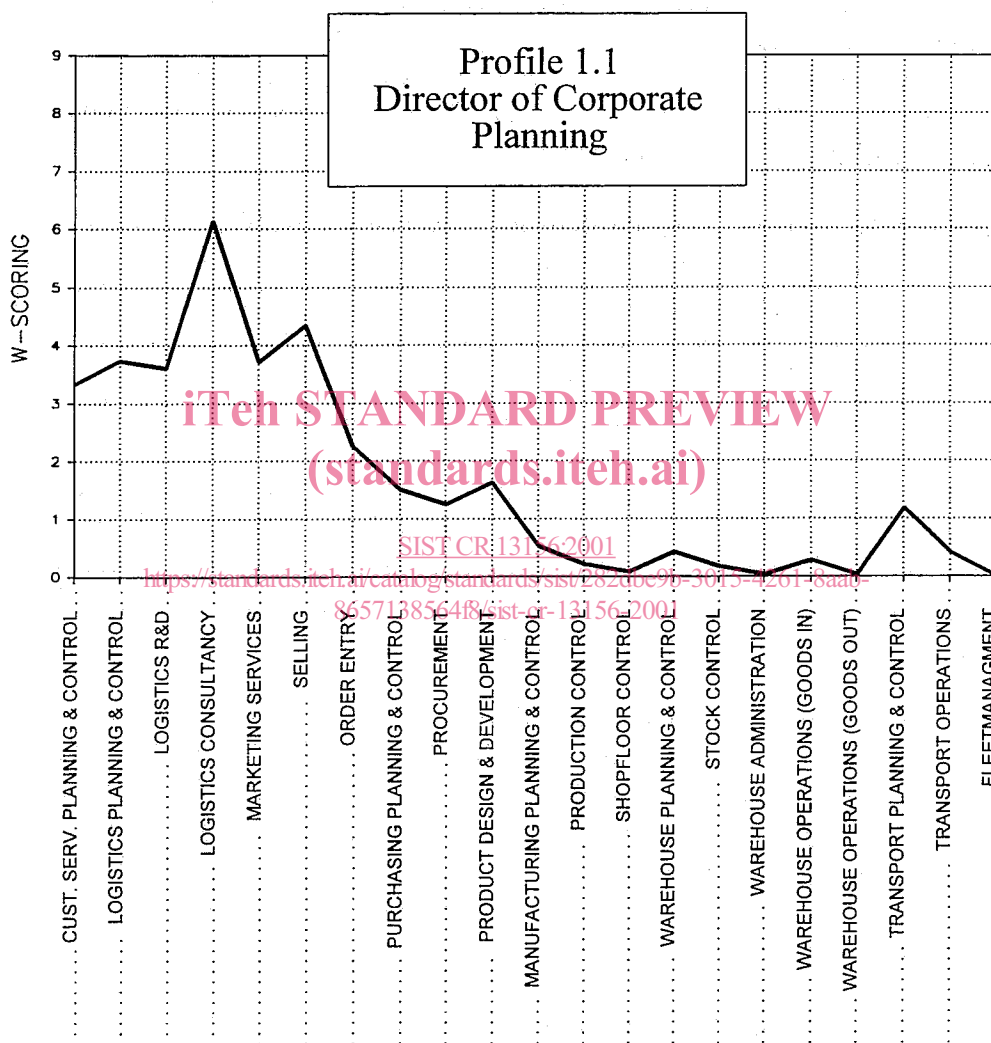
In looking at the essential elements of each profile, it is important first to identify amongst the numerous activities and tasks which may be performed, the *assets* (like money, plant etc.), or the *end results* for which there may be accountability. There may not, of course, be accountability for anything, as can be the case in many specialist, administrative or operational roles.

Next, it is important to identify the activities which seem to reflect the principle responsibilities of the profile. In doing so the rule which has been followed is that a job is usually made responsible for an activity or task which produces a desired result. That may, for example, be the development of a production plan, which is not the same, however, as being responsible for production - the result in the first case is the plan; in the second it is whatever comes from the production process.

In order to demonstrate the distinction between accountability and responsibility in the context of this report, consider the case of a company needing to dispose of its toxic waste. Some individual is held accountable for "the safe disposal of waste". Another, perhaps a Transport Manager, is held responsible for "waste disposal". The first will lay down the rules and procedures - the second will simply carry them out. But if the toxic waste turns up a year later in a contaminated water course, the first is where the buck will stop.

There is no assumption of reporting lines between any of the profiles in this report. No two profiles are the same, but the similarity between some (e.g. 3.1 and 3.2) simply suggests that the same essential activities are performed by individuals within different organizational structures. Where they may be

performed at different levels within the same organization there will probably be a reporting line, in which case there is bound to be a difference in accountability.



PROFILE 1.1 - Director of Corporate Planning

A high proportion of those performing the work shown in this profile are at a very senior level and have had both higher education and special training in logistics.

This job has been shown to be accountable for

- * integration of the diverse elements of logistics (the supply chain);
- * resources needed to meet customer service goals.

In supporting this, the director or manager in question may need

- * to set up studies/research on which to base proposals/recommendations for improvements;
- * to monitor staff levels and costs against budget;
- * to assess options for contracting certain operations to third parties;
- * to keep informed of market developments;
- * to define the cost/investment implications of proposed changes to current systems/methods.

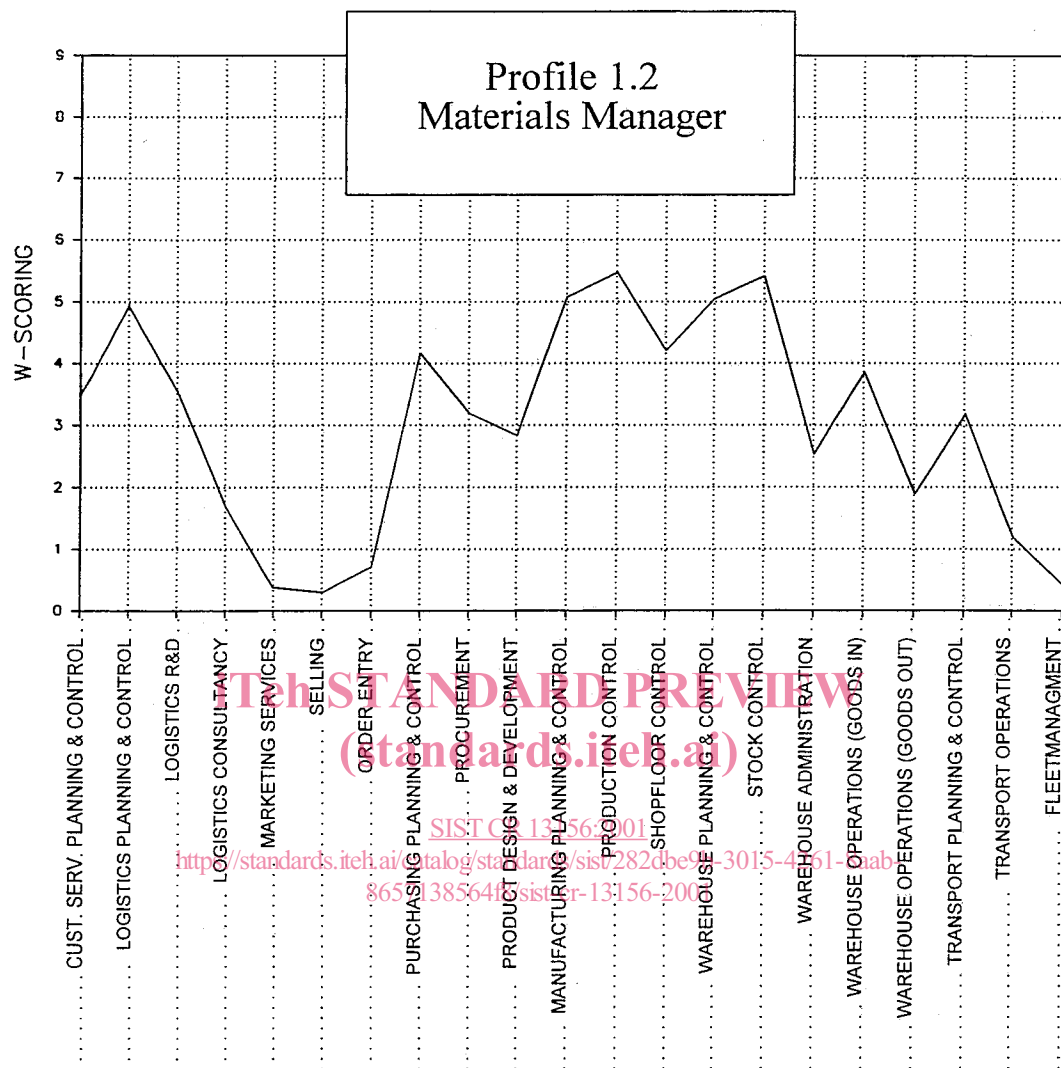
The job is also shown to have responsibility for

<https://standards.iteh.ai/catalog/standards/sist/282dbe9b-3015-4261-8aab-865713856486/sist-cr-13156-2001>

- * business and customer service strategy;
- * co-operation on logistics matters with both customers and suppliers;
- * pricing policy;
- * operating standards within the Corporate (Business) plan;
- * long-range planning for product development;
- * strategic planning for market penetration.

These responsibilities will in turn involve

- * initiating performance measurement;
- * monitoring costs against budget;
- * advising upon sales policy;
- * translating Corporate goals into department goals;
- * influencing the organization and development of logistics (through function managers);
- * ensuring best use is made of IT systems within logistics.



PROFILE 1.2 - Materials Manager

73% of the contributors to this profile are engaged in manufacturing but none was found in smaller companies having less than 100 employees. This job is shown to be accountable for

- * the physical storage requirements;
- * materials handling systems and methods,
- * production priorities.

These duties may require the manager

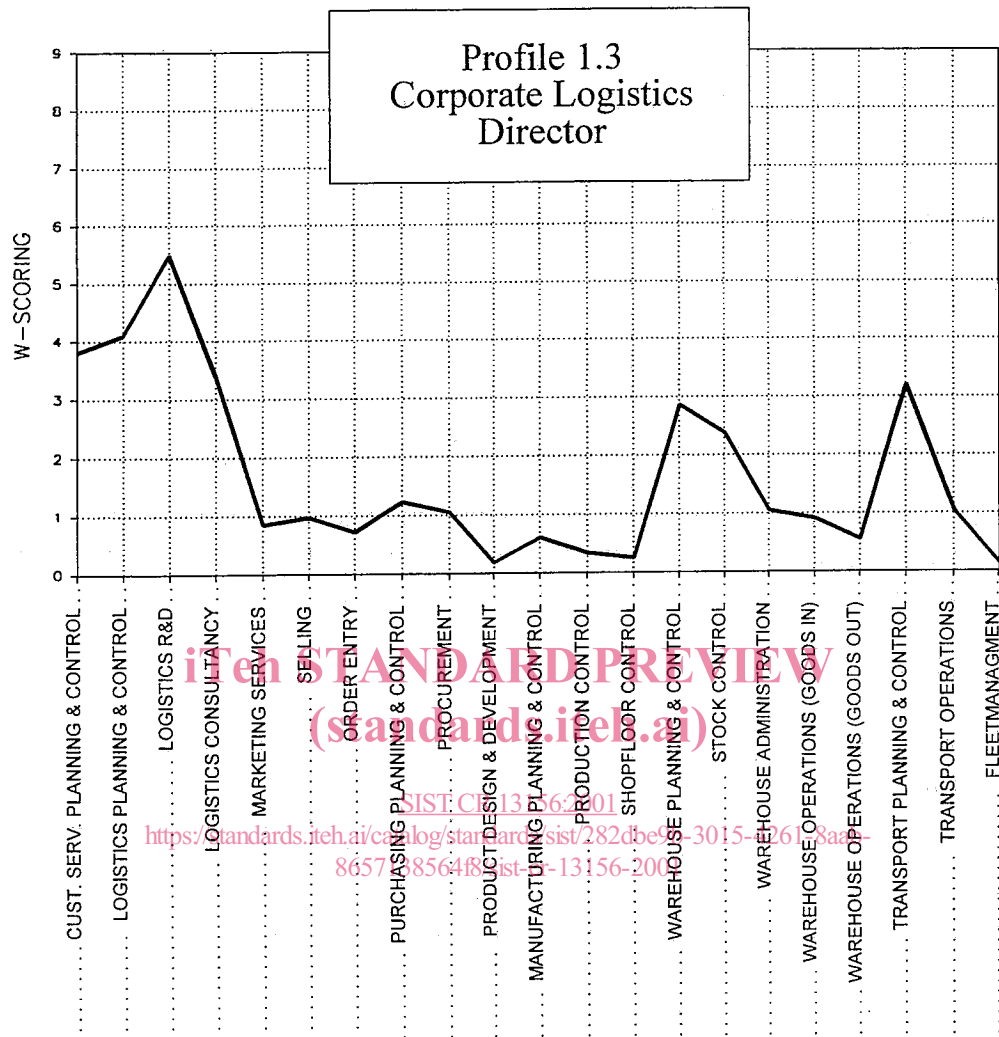
- * to monitor every aspect of the production process;
- * to measure production performance;
- * to regulate both input and output stock levels in relation to demand forecasts;
- * to seek co-operation with suppliers and customers on matters of logistics;
- * to endeavor to achieve a constant improvement in internal communications.

The job is also shown to have responsibility for

- * the integration of all activities concerned with the flow of goods (the supply chain);
- * a main production plan and/or production requirements aimed at achieving optimum machine and plant utilization;
- * raw material, components and packaging requirements;
- * determining, when necessary, the need for ancillary equipment.

These responsibilities may in turn involve

- * providing input to long-range production plans/forecasts;
- * using computer systems;
- * dealing with interruptions in materials supply;
- * producing materials and resource requirement plans;
- * minimizing environmental impact;
- * implementing safety and security procedures.



PROFILE 1.3 - Corporate Logistics Director

This profile represents a senior job which is found mainly in larger companies (excess of 1000 employees) engaged in manufacturing. The person holding it is likely to be accountable for

- * business strategy;
- * operating systems and the use of resources;
- * the integration and management of logistics.

In supporting this accountability it may be necessary

- * to set operational parameters and standards in accordance with the corporate plan;
- * to pursue improvement in internal communications;
- * to examine the scope for co-operation on logistics matters with customers and suppliers;
- * to review operating budgets and monitor costs.

The job is also shown to have responsibility for

- * customer service strategy;
- * implementation of change;
- * appropriate staffing levels;
- * administrative systems;
- * the selection of third-party services.

This may, in turn, involve further tasks, such as

- * initiating operational research and drawing appropriate conclusions from its results;
- * developing the use of advanced information technology systems;
- * increasing an awareness of environmental issues affecting the business.