

TLIP1107C

Develop and evaluate strategies for transport and distribution enterprises

Unit Descriptor

This unit involves the skills and knowledge required to develop and evaluate strategies for transport and distribution enterprises in accordance with relevant regulatory requirements and workplace procedures. This includes analysing the enterprises internal and external operating environment, developing strategies to maximise outcomes for the enterprise, implementing and evaluating strategies, and responding to changes within the transport and distribution environment.

Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this competency is packaged will assist in identifying employability skill requirements.

Application of the Unit

Work activities must be carried out in compliance with the relevant Australian and international regulations, standards and codes of practice.

Work is under general guidance on progress and outcomes of work. It requires discretion and judgement for self and others in planning and using resources, services and processes to achieve required outcomes within workplace policy and procedures.

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 workplace's goals and key performance objectives by the work area and the individuals and teams within it.

The unit generally applies to those with responsibility for resource coordination and allocation and who provide leadership of others individually or in teams.

Competency Field

P – Business Planning

ELEMENT

Elements describe the essential outcomes of a unit of competency.

1 Analyse the enterprise's internal and external operating environment

PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Assessment of performance is to be consistent with the evidence guide.

- 1.1 The effectiveness of the enterprise's principal services, products and competitive advantages are identified and confirmed through market analysis
- 1.2 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
- 1.3 Impending changes to internal operations or the external environment are determined
 - 1.4 An analysis is undertaken of the enterprise's capacity to operate within the defined environment, outlining opportunities to improve market share and/or positioning
 - 1.5 Recommendations for changes to workplace structure, systems, procedures, workforce composition, market orientation and the like are generated and documented in consideration of internal and external analysis and the enterprise's goals and values
- 2 Develop strategies to maximise outcomes for the enterprise**
- 2.1 Recommendations for changes to the enterprise's operations are assessed for feasibility and for cost-benefit from both a short- and long-term perspective
 - 2.2 Capability and capacity of the enterprise to facilitate changes within financial and time constraints are assessed and documented
 - 2.3 Recommendations and supporting documentation are circulated for agreement to relevant personnel
 - 2.4 Strategies to implement agreed recommendations are generated and documented
 - 2.5 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
- 3 Implement and evaluate strategies**
- 3.1 Performance benchmarks for measuring the effectiveness of the change strategies are implemented
 - 3.2 Responsibilities for implementing the change strategies are clearly defined and allocated to designated personnel
 - 3.3 Implementation processes are monitored and, where required, adjustments to the strategies are made
 - 3.4 Performance of the enterprise in relation to the identified benchmarks is regularly monitored and reviewed and adjustments made where required
 - 3.5 Individuals/teams are kept informed of progress in the implementation of change
- 4 Respond to changes within the transport and distribution environment**
- 4.1 The nature, extent and impact of any issues or changes upon the operations of the enterprise are identified
 - 4.2 Relevant information is processed to establish priorities and responses for dealing with issues or changes
 - 4.3 Strategies are generated/adjusted and controlled to meet changes in the transport and distribution environment

4.4 Liaison is initiated and maintained with organisations/individuals affected by changed operational practice

4.5 Actions undertaken are clearly documented and filed

REQUIRED KNOWLEDGE AND SKILLS

This describes the essential knowledge and skills and their level required for this unit.

Required knowledge:

- Australian and international regulations, codes of practice and legislative requirements relevant to workplace operations
- Relevant OH&S and environmental protection procedures and regulations
- Workplace processes for development and evaluation of strategies for an enterprise
- Problems that may occur during the development and evaluation of strategies for an enterprise and action that can be taken to report or resolve the problems
- Hazards and risk that may exist when developing and evaluating strategies for an enterprise and ways of controlling the risks involved
- Focus of operation of competitor and internal business systems, resources, management and workplace operating systems
- Current and future market initiatives including new technologies, products and processes
- Market and other external environmental factors including the regulatory environment
- Organisational strengths and weaknesses including the competencies of individuals in the team/group
- Application of relevant Australian and international standards and associated certification requirements
- Resource availability including the competencies of individuals in the team/group
- The application of current competencies within functional activity
- Relevant workplace documentation procedures

Required skills:

- Communicate effectively with others when developing and evaluating strategies for an enterprise
- Read and interpret business and market data, regulatory requirements and other planning information relevant to the development and evaluation of strategies for an enterprise
- Prioritise work and coordinate self and others in relation to workplace activities
- Complete documentation related to the development and evaluation of strategies for an enterprise
- Operate electronic communication equipment to required protocol
- Provide leadership and work collaboratively with others when developing and evaluating strategies for an enterprise
- Adapt appropriately to cultural differences in the workplace, including modes of behaviour and interactions with others

- Promptly report and/or rectify any identified problems that may occur when developing and evaluating strategies for an enterprise in accordance with regulatory requirements and workplace procedures
- Implement contingency plans for unanticipated situations that may arise when developing and evaluating strategies for an enterprise
- Apply precautions and required action to minimise, control or eliminate hazards that may exist during work activities
- Plan and organise business systems and activities
- Monitor work activities in terms of planned schedule
- Modify activities to cater for variations in workplace contexts and environment
- Work systematically with required attention to detail without injury to self or others, or damage to goods or equipment
- Select and apply appropriate technology, information systems and procedures
- Operate and adapt to differences in equipment in accordance with standard operating procedures
- Select and use required personal protective equipment conforming to industry and OH&S standards

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance.

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| Work may be undertaken: | <ul style="list-style-type: none">• in various work environments in the warehousing, storage, transport and distribution industries |
| Customers may be: | <ul style="list-style-type: none">• internal or external |
| Transport and distribution operations may be conducted: | <ul style="list-style-type: none">• by day or night• in all weather conditions |
| The workplace environment may involve: | <ul style="list-style-type: none">• twenty-four hour operation• single and multi-site locations• large, medium and small workplaces |
| Analysis of strategic directions for enterprise will entail: | <ul style="list-style-type: none">• short- and long-term perspectives |
| Planning information may be generated from a wide range of sources, including: | <ul style="list-style-type: none">• analysts• authorities• clients• state and Commonwealth governments• industry forums• peak industry bodies• internal personnel |

Strategies must consider issues such as:

- workplace productivity
- culture
- technology implications
- cost-benefit
- issues of change management

External consultants may be engaged in:

- development, implementation and evaluation processes

Workplace systems may include:

- transport and distribution policies, protocols and procedures
- communications systems
- scope of workplace operations
- authorities and permits
- hours of operation
- relevant regulations

Consultative processes may involve:

- employees, supervisors and managers
- suppliers and current or potential clients
- contractors
- market analysts
- relevant authorities, government departments and institutions
- representatives of other enterprises and organisations
- industrial relations and OH&S specialists
- other professional, maintenance or technical staff

Communications systems may involve:

- fixed and mobile telephone
- radio
- fax
- email
- electronic data transfer of information
- mail and internal memo
- RF systems

Depending on the type of organisation concerned and the local terminology used, workplace procedures may include:

- company procedures
- enterprise procedures
- organisational procedures
- established procedures

Documentation/records may include:

- Australian and international codes of practice and regulations relevant to workplace operations
- Australian and international regulations and codes of practice for the handling, storage, transfer and transport of dangerous goods and hazardous substances, including the ADG and IDG Code
- workplace operating procedures and policies
- operations manuals, job specifications and procedures and induction documentation
- Safe Working Limits (SWL) and Working Load Limits (WLL) of transport options
- supplier and/or client instructions
- audit reports concerning quality, OH&S, environment, operations, customer service
- Australian and international standards, criteria and certification requirements
- communications technology equipment and oral, aural or signed communications
- quality assurance standards and procedures
- emergency procedures
- relevant competency standards and training materials
- QA plans, data and document control
- conditions of service, legislation and industrial agreements including workplace agreements and awards

Applicable procedures and codes may include:

- regulations and codes of practice relevant to business operations
- Australian and international regulations and codes of practice for the handling, storage, transport and transfer of dangerous goods and hazardous substances
- relevant Australian and international standards and certification requirements
- relevant state/territory trade practices legislation
- relevant state/territory OH&S legislation
- relevant state/territory environmental protection legislation
- relevant licence or permit requirements and associated regulations
- patent or copyright arrangements
- relevant workplace relations legislation
- relevant workers compensation legislation
- equal opportunity, equal employment opportunity and affirmative action legislation

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required knowledge and skills, the range statement and the assessment guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

- The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of applying:
 - o the underpinning knowledge and skills
 - o relevant legislation and workplace procedures
 - o other relevant aspects of the range statement

Context of and specific resources for assessment

- Performance is demonstrated consistently over a period of time and in a suitable range of contexts
- Resources for assessment include:
 - o a range of relevant exercises, case studies and other simulated practical and knowledge assessment, and/or
 - o access to an appropriate range of relevant operational situations in the workplace
- In both real and simulated environments, access is required to:
 - o relevant and appropriate materials and/or equipment, and/or
 - o applicable documentation including workplace procedures, regulations, codes of practice and operation manuals

Method of assessment

- Assessment of this unit must be undertaken by a registered training organisation
- As a minimum, assessment of knowledge must be conducted through appropriate written/oral tests
- Practical assessment must occur:
 - o through appropriately simulated activities at the registered training organisation, and/or
 - o in an appropriate range of situations in the workplace