

ELA

EUROPEAN
LOGISTICS
ASSOCIATION



European Qualification Standards for Logistics & Supply Chain Professionals

EQF
ELA

QUALIFICATION
STANDARDS

Standards

Reference

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European
Qualifications
Framework

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General information

1 Nature

The competence system – adopted for the ELA Certification – reflects the expectations of workplace performance. The ELA Standards have been developed with and agreed by industry. The Standards are outcome-based and form the basis of assessment. Assessment is independent of any learning programmes. The official version of the Standards is published in English. However National Certification Centres can provide the Standards in their local language(s).

2 Assessment Procedure and Criteria

With the ELA Certification we only aim at certifying individual competences and assessment is not linked in any way to training path or approach. It does not prescribe in any way the methods or courses by which candidates may attain or develop the knowledge and skills required to demonstrate competence to meet the ELA Standards. Thus, formal training is not a prerequisite for ELA certification.

It is expected that many established institutions and places of education and training will devise programmes to meet the needs of local candidates. The structure of educational programmes does not necessarily have to follow the structure of competence modules as described in this document.

The ability of candidates to meet the required ELA Standards will be assessed by National Certification Centres (NCCs) established in each participating country/region.

The ELA Standards - and any programmes based on these standards – are intended for logistics managers. Individual National Certification Centres may develop assessment strategies to meet their own country's educational requirements.

There are no specific guidelines for the period of experience that candidates require. Individual National Certification Centres may wish to offer guidance on the period of experience but the three level descriptors should provide the benchmark for assessment. The assessor should be satisfied that a candidate has demonstrated competence at the appropriate level.

3 Quality Assurance

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

4 Structure

The ELA Standards are based on a common framework, the details for each level can be found in the following chapters. It is important to note that the term module refers to areas of competence, not necessarily to training modules.

All module are cross levels.

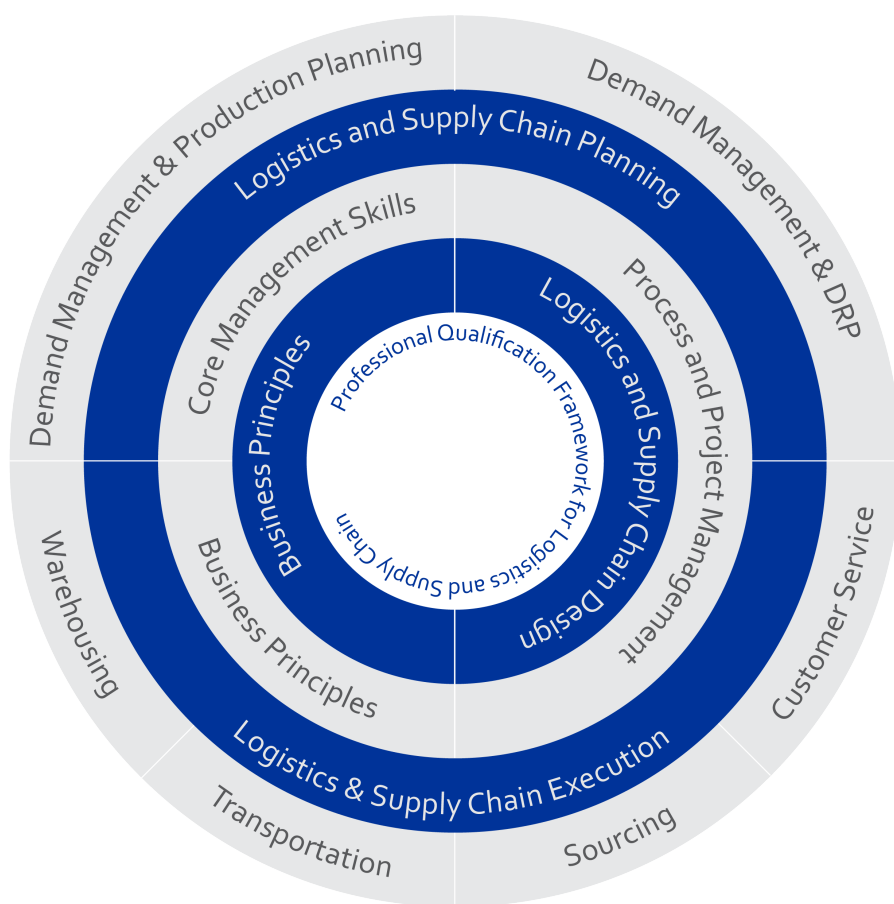
Due to the constant progress in Information and communication technologies (ICT), specific technologies are not defined in the modules. It is a prerequisite, though, that current technologies must be applied in all relevant fields. ICT competences are implicit in every module.

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Supervisory/Operational Management level European Junior Logistician - EJLog EQF Level 4

- Standards
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Business Principles Level 4

Business Principles

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

Core Management Skills

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

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Supply Chain & Logistics Design Level 4

Process and Project Management

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

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Supply Chain & Logistics Planning Level 4

Demand Management and Production Planning

4.3.04.01	Calculates total supply chain/logistics lead time
4.3.04.02	Establishes and maintains Bill of Materials (BOM) and Bill of Labour (BOL)
4.3.04.03	Uses ABC analysis to differentiate inventory management
4.3.04.04	Uses forecasting methods to create a demand forecast
4.3.04.05	Understands different inventory planning techniques
4.3.04.06	Understands different inventory management optimisation tactics
4.3.04.07	Understands the functionality of planning systems
4.3.04.08	Prepares production schedules considering lots and sequences

Demand Management and Distribution Requirements Planning

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

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Supply Chain & Logistics Execution Level 4

Warehousing

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

Transportation

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

Sourcing

4.4.08.01	Describes the procedures covering the procurement process cycle
4.4.08.02	Supports supply market analysis
4.4.08.03	Describes the different purchasing approaches
4.4.08.04	Understands supplier evaluation and selection process
4.4.08.05	Understands the negotiation process
4.4.08.06	Uses Key Performance Indicators (KPIs) to measure supplier performance
4.4.08.07	Describes the goal of a supplier certification and the process steps
4.4.08.08	Understands functionalities of Electronic (e)-Procurement Information Technology (IT) tools

Customer Service

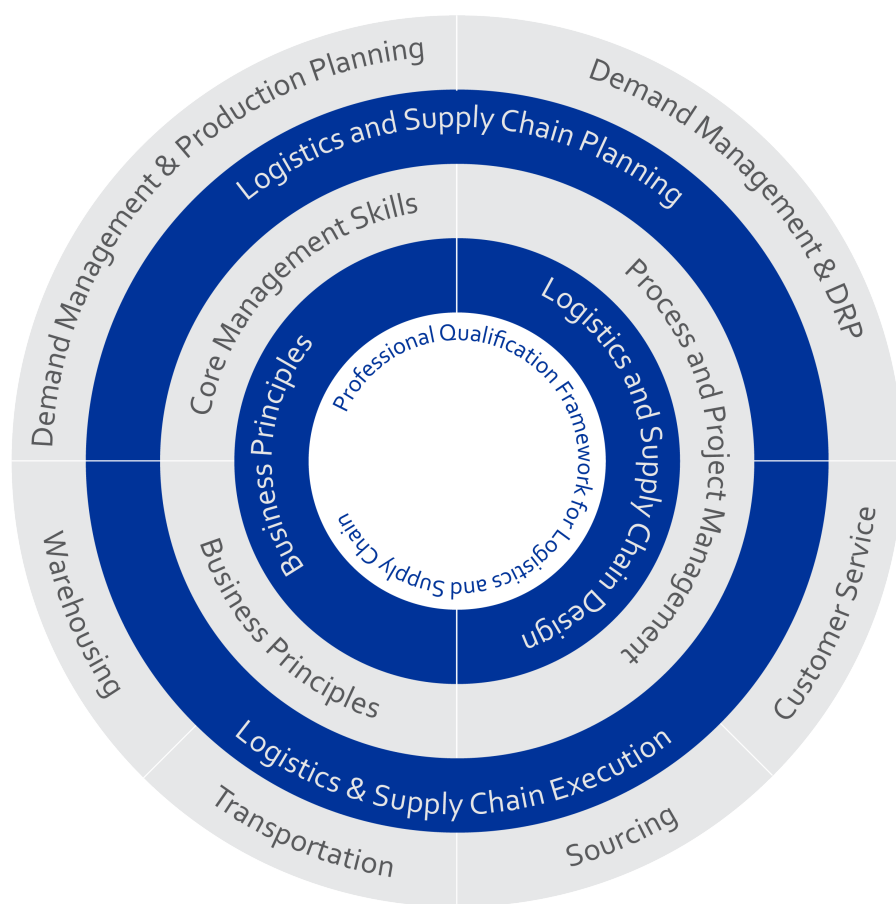
4.4.09.01	Understands customer service procedures
4.4.09.02	Uses Key Performance Indicators (KPIs) for measuring customer service
4.4.09.03	Understands multi channel customer communication
4.4.09.04	Understands the key functionalities of Customer Relationship Management (CRM) Systems

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Senior Management level European Senior Logician - ESLog EQF Level 6

- Standards
- Reference
- Network



Business Principles Level 6

Business Principles

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

Core Management Skills

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

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Supply Chain & Logistics Design Level 6

Process and Project Management

6.2.03.01	Analyses the supply chain by using value stream mapping
6.2.03.02	Understands what is required to implement a lean & agile supply chain
6.2.03.03	Applies problem solving techniques
6.2.03.04	Implements reverse logistics
6.2.03.05	Understands the elements of a Cost-to-Serve model
6.2.03.06	Identifies and implements supply chain Key Performance Indicators (KPIs)
6.2.03.07	Applies lean techniques to identify process improvement opportunities
6.2.03.08	Uses modelling to explore the impact of options on the supply chain
6.2.03.09	Performs software functionality tests
6.2.03.10	Defines and manages the scope of a project
6.2.03.11	Establishes project governance structure
6.2.03.12	Understands the concept of project management life cycle
6.2.03.13	Applies phase gate process to a project
6.2.03.14	Coaches projects managers
6.2.03.15	Applies a project methodology whilst managing a project
6.2.03.16	Manages the costs of project
6.2.03.17	Understands project quality management
6.2.03.18	Implements a continuous improvement programme

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Supply Chain & Logistics Planning Level 6

Demand Management and Production Planning

6.3.04.01	Improves the demand management process
6.3.04.02	Implements collaborative forecasting
6.3.04.03	Understands push/pull planning
6.3.04.04	Optimises planning parameters to fine tune inventory holding
6.3.04.05	Establishes safety stock
6.3.04.06	Understands how to adapt inventory holding, taking into account product cycle
6.3.04.07	Install an effective S&OP process
6.3.04.08	Runs the demand management, supply management and the scenario analysis of the Sales and Operations Planning (S&OP) process
6.3.04.09	Selects and implements appropriate Information Technology Systems (ITS) such as Advanced Planning Systems (APS)
6.3.04.10	Solves capacity issues in aggregate planning

Demand Management and Distribution Requirements Planning

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

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Supply Chain & Logistics Execution Level 6

Warehousing

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

Transportation

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

Sourcing

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

Customer Service

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

Standards

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