# apprenticeship FRAMEWORK

# Logistics Operations - non statutory (Wales)

#### **IMPORTANT NOTIFICATION FOR ALL APPRENTICESHIP STARTS FROM 14 OCTOBER** 2016

Modifications to SASW came into effect on 14 October 2016. These changes relate to the **Essential Skills** and **Employer Rights and Responsibilities** requirements of a framework and they **ONLY** apply to **new Apprenticeship starts on, or after, 14th October**. Apprenticeship starts before this date must continue to meet the 2013 SASW requirements for Essential Skills and Employer Rights and Responsibilities.

For more details of the changes and how they will affect new apprenticeship starts, please read the following preface page to the framework document. NB: Please check the "Revising a Framework" section for information on any additional changes that may have been made to this framework.

# Latest framework version?

Please use this link to see if this is the latest issued version of this framework:

afo.sscalliance.org/frameworkslibrary/index.cfm?id=FR02110

Issue date: 21 March 2013

Published by Institute of the Motor Industry

# apprenticeship FRAMEWORKS ONLINE

www.afo.sscalliance.org



# CHANGES TO REQUIREMENTS FOR APPRENTICESHIP STARTS FROM 14TH OCTOBER 2016

These changes relate to the Essential Skills and Employer Rights and Responsibilities requirements of a framework and they ONLY apply to new Apprenticeship starts on, or after, 14th October 2016. Apprenticeship starts before this date must continue to meet the 2013 SASW requirements for Essential Skills and Employer Rights and Responsibilities.

#### Alternatives for Essential Skill qualifications

**Foundation apprenticeships (Level 2):** Where Essential Skills qualifications are specified in a foundation apprenticeship framework (Level 2), the apprenticeship framework must specify as a Welsh certificate requirement, the acceptance of one of the following recognised proxy qualifications.

For Communication:

- a. GCSE or iGCSE qualification in English language or literature to at least grade G (Level 1 equivalent); or
- b. O Level qualification in English language or literature to at least grade E; or
- c. A/AS Level qualification in English language or literature to at least grade E; or
- d. SCQF Level 4 Communication Core Skills (Oral communication and written communication); or
- e. SQA National 4 English; or

f. Functional Skills or Key Skills literacy qualifications in English provided the proxy qualification(s) attained are at Level 1 or above.

For Application of Number:

- a. GCSE or iGCSE qualification in Mathematics to at least grade G (Level 1 equivalent); or
- b. O Level qualification in Mathematics to at least grade E; or
- c. A/AS Level qualification in Mathematics to at least grade E; or
- d. SCQF Level 4 Numeracy Core Skill (Graphical Information and using number); or
- e. SQA National 4 Mathematics ; or

f. Functional Skills or Key Skills numeracy qualifications in Mathematics provided the proxy qualification(s) attained are at Level 1 or above.

**Apprenticeships (Level 3):** Where Essential Skills qualifications are specified in an apprenticeship framework (Level 3), the apprenticeship framework must specify as a Welsh certificate requirement, the acceptance of one of the following recognised proxy qualifications.

For Communication:

- a. GCSE or iGCSE qualification in English language or literature to at least grade C (Level 2 equivalent); or
- b. O Level Qualification in English language or literature to at least grade C; or
- c. A/AS Level qualification in English or literature to at least grade E; or
- d. SCQF Level 5 Communication Core Skills (Oral communication and written communication); or
- e. SQA National 5 English; or

f. Functional Skills or Key Skills literacy qualifications in English provided the proxy qualification(s) attained is at Level 2 or above.

For Application of Number:

- a. GCSE or iGCSE qualification in Mathematics to at least grade C (Level 2 equivalent); or
- b. O Level Qualification in Mathematics to at least grade C; or
- c. A/AS Level qualification in Mathematics to at least grade E; or
- d. SCQF Level 5 Numeracy Core Skill (Graphical information and using number); or
- e. SQA National 5 Mathematics; or

f. Functional Skills or Key Skills numeracy qualifications in Mathematics provided the proxy qualification(s) attained are at Level 2 or above.

Higher Apprenticeships (Levels 4-7): Essential Skills requirements are as for an apprenticeship frameworks at Level 3.

# CHANGES TO REQUIREMENTS FOR APPRENTICESHIP STARTS FROM 14TH OCTOBER 2016

#### Employer Rights and Responsibilities (ERR)

The final modification to SASW is to Employer Rights and Responsibilities (ERR) which is no longer compulsory in frameworks. Please refer to the Employer Rights and Responsibilities section within the framework document to confirm specific requirements.

#### **Additional Information**

It should be noted that SASW has also been modified to reflect existing improvements to Essential Skills Wales Qualifications. These improvements to ESW qualifications were signalled by the revised names:

• Essential Skills Wales Communication is now Essential Communication Skills (still 6 credits in size)

• Essential Skills Wales Application of Number Skills is now Essential Application of Number Skills (still 6 credits in size)

• Essential Skills Wales Information Communication Technology Skills is now Essential Digital Literacy Skills (still 6 credits in size)

Whilst there have been some amendments to the content of ESW qualifications, the most significant change has been to the assessment methodology for these qualifications.

From 1 January 2016, all new starts have had to follow the revised Essential Skill qualifications.

The updated version of SASW, and guidance documents, can be accessed here: http://gov.wales/topics/educationandskills/skillsandtraining/apprenticeships/providers/?lang=en&dgd

Over the coming months, the Essential Skills section within AFO will be amended to reflect the SASW modifications and all current frameworks will be updated and reissued to incorporate these changes. In the meantime, if you are in any doubt as to the requirements of any framework then please contact the relevant Issuing Authority.

# Logistics Operations - non statutory (Wales)

# Contents

Framework summary	5
Framework information	7
Contact information	8
Revising a framework	9
Purpose of the framework 1	10
Entry conditions 1	12
Level 2: Logistics Operations	14
Pathway 1: Logistics Operative	15
Pathway 2: Logistics Support Operative 2	24
Level 3: Logistics Operations	34
Pathway 1: Logistics Operations Team Leader/Section Supervisor	35
Equality and diversity	45
On and off the job training	47
	52
Additional employer requirements	54

# Framework summary

#### Logistics Operations - non statutory

### **Logistics Operations**

#### Pathways for this framework at level 2 include:

#### **Pathway 1: Logistics Operative**

Competence qualifications available to this pathway: N/A

### Knowledge qualifications available to this pathway:

N/A

#### Combined qualifications available to this pathway:

B1 - Level 2 Cetificate in Logistics Operations

#### This pathway also contains information on:

- Employee rights and responsibilities
- Essential skills

#### **Pathway 2: Logistics Support Operative**

#### Competence qualifications available to this pathway:

N/A

#### Knowledge qualifications available to this pathway: N/A

#### Combined qualifications available to this pathway:

B1 - Level 2 Certificate in Logistics Support Operations

This pathway also contains information on:

- Employee rights and responsibilities
- Essential skills

#### **Logistics Operations - non statutory**

#### **Logistics Operations**

#### Pathways for this framework at level 3 include:

Pathway 1: Logistics Operations Team Leader/Section Supervisor

Competence qualifications available to this pathway: N/A

Knowledge qualifications available to this pathway:

N/A

Combined qualifications available to this pathway:

#### B1 - Level 3 Certificate in Logistics Operations This pathway also contains information on:

- Employee rights and responsibilities
- Essential skills

# Framework information

# Information on the Publishing Authority for this framework:

#### Institute of the Motor Industry

The Apprenticeship sector for occupations in the automotive industry (also includes Vehicle Maintenance & Repair, Vehicle Sales, Vehicle Body & Paint, Vehicle Fitting and Vehicle Parts) and also occupations in freight logistics and maritime.

Issue number: 6	This framework includes:
Framework ID: FR02110	Level 2 Level 3
Date this framework is to be reviewed	
by: 31/12/2013	This framework is for use in: Wales

### Short description

Logistics employers need to attract new talent into the industry, especially women and those from underrepresented groups, to replace those who leave or retire. This Foundation Apprenticeship has been designed to attract those who are not sure which part of the logistics sector suits them best and allows them to obtain the basic grounding before specializing. This will encourage both Apprentices and existing staff to move on to gain a Level 3 qualification in Logistics Operations or in another aspect of Logistics, to help increase productivity and profitability. Foundation Apprentices work in all areas of the sector to gain experience and prepare them for further development. Logistics Operations Apprentices work as Warehouse Team Leaders/Section Supervisors, responsible for improving team performance, health and safety, customer service and scheduling the movement of goods by road, rail, sea or air. Logistics Operations

# **Contact information**

### Proposer of this framework

This framework is published by Skills for Logistics on a non-statutory basis prior to the designation of issuing Authorities for Wales

# **Developer of this framework**

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# **Issuing Authority's contact details**

Issued by: Issuer contact name: N/A Issuer phone: N/A Issuer email: apprenticeships@skillsforlogistics.org

# **Revising a framework**

# **Contact details**

Who is making this revision:Paul BarefootYour organisation:Skills for LogisticsYour email address:paul.barefoot@skillsforlogistics.org

### Why this framework is being revised

Amend the framework to include 6 further ERR qualifications

### Summary of changes made to this framework

Added 6 further ERR qualifications to the framework

### **Qualifications removed**

(no information)

### **Qualifications added**

Level 2 Award in Employee Rights and Responsibilities in the Logistics Industry

- 600/4380/5 CILT
- 600/8172/7 LAO
- 600/4981/9 EAL
- 600/4474/3 NCFE
- 600/4380/5 FDQ
- 600/6392/0 ICQ

# Qualifications that have been extended

(no information)

# Purpose of this framework

# Summary of the purpose of the framework

The economy in Wales relies on the efficient movement of goods within and outside of the UK to ensure goods arrive on time and in the right condition, by road, rail, sea or air. Logistics employers report skills gaps and shortages of literacy, numeracy and communication, as well as an ageing workforce. The level 2 pathways in this framework offer employers the opportunity to prepare their workforce for up skilling to level 3 in jobs such as driving goods vehicles, traffic office, supply chain management and international trade and logistics.

Foundation Apprentices therefore, have the opportunity to work in all areas of a business in order to gain a complete understanding of how the business works. During this time they will have the opportunity to gather evidence towards on of the Level 2 qualifications whilst working in the various parts of the business and be in a stronger position to decided on which Apprenticeship would suit them best.

There are approximately 7,425 workplaces in Wales whose primary function is freight transport activities, employing around 80,000 people in operational roles and around 2300 people in supervisory roles. These services are part of a wider logistics sector which employs around 4% of the workforce in Wales and provides many opportunities to move into jobs and training within and across the Sector.

The Foundation Apprenticeship was developed at the express request of Employers within the sector as a means of attracting, developing and keeping new talent in their respective businesses. The Apprenticeship has been used by employers since 2008 and currently there are around 70 new Apprentices starting the Apprenticeship each year.

This Foundation Apprenticeship/Apprenticeship builds on the previous Apprenticeship by helping to address the skills gaps and shortages and, at the same time, contributes to meeting the skills priorities for Wales by:

- Incorporating Essential Skills Wales of Communication, Application of Number and ICT, thereby helping to improve the levels of basic literacy, numeracy and ICT skills in the workforce in Wales.
- Providing qualifications for competence and knowledge, approved by employers to meet the skills mix they require.
- Developing employability skills through the incorporation of induction and employee rights and responsibilities components, recommending a minimum number of hours for these activities.
- Providing a progression pathway from level 2 to intermediate and higher -level skills, through to level 3and 4 Apprenticeships/Higher Apprenticeships
- Providing information about career pathways through the Logistics Professional

Development Stairway and Delivering Your Future careers website.

### Aims and objectives of this framework (Wales)

The aim of this Foundation Apprenticeship/Apprenticeship is to provide the Logistics Sector in Wales with staff who have the knowledge, skills and confidence to help their businesses grow and to provide a career path for Apprentices to higher level jobs and qualifications.

The objectives of the framework are to:

- attract more applicants, including women and those from under-represented groups into Level 3 jobs in the logistics sector in Wales with the skills and knowledge which employers are looking for;
- provide flexible routes for those wishing to progress into Team Leading and Supervisory roles and progress to a range of higher level jobs, training and higher qualifications in logistics;
- 3. provide opportunities for existing staff to gain Level 3 qualifications which recognise their knowledge and experience;
- 4. to replace staff who leave or retire.

# Entry conditions for this framework

Employers seek to attract applicants who have a keen interest in working in a Transport and Warehousing business in the Logistics Sector They must be willing to work shifts as part of a team and be good timekeepers. Employers are particularly interested in applicants who have basic literacy, numeracy and ICT skills on which this Foundation Apprenticeship/Apprenticeship will build.

Applicants to this Foundation Apprenticeship/Apprenticeship will be a mix of age and experience. As a guide, applicants may come from a range of routes including:

- work or work experience
- training and/or experience which could include a portfolio showing what they have done
- any of the Essential Skills Wales or Wider Key Skills Wales
- Traffic Office Foundation Apprenticeship
- Warehousing and Storage Foundation Apprenticeship
- Driving Goods Vehicles Foundation Apprenticeship
- International Trade and Logistics Operations Foundation Apprenticeship
- Welsh Baccalaureate including the Retail Business Principal Learning Qualification which has logistics content
- vocational or academic qualification(s)

#### RULES TO AVOID REPEATING QUALIFICATIONS

Processes exist to make sure that applicants with prior knowledge, qualifications and experience are not disadvantaged by having to repeat learning. Training providers and awarding organisations will be able to advise on the current rules for accrediting prior learning and recognising prior experience. Refer to the on and off the job training section for guidance about prior attainment and achievement. In the meantime, this is a short summary:

There are no relaxations or proxies for any qualifications specified in a framework in SASW, however, providers are encouraged to identify additional on-the-job training programmes that customise the learning to the new workplace.

#### 1. Essential Skills Wales

If applicants already have GCSEs in English, Maths and/or Information and Communications Technology (ICT) they still have to do the Essential Skills Wales at the relevant level as these are new qualifications and proxies do not exist.

Up to the 31 August 2011, if applicants already have achieved Key Skills at the relevant level,

they will not have to do the relevant Essential Skills Wales ESW), however, apprentices can be encouraged to complete ESW at a higher level if appropriate.

#### 2. Knowledge qualifications

If applicants already have one of the Level 2 KNOWLEDGE qualifications before they started their Apprenticeship, (see knowledge qualifications page in this framework) they can count this and do not have to redo the qualification, providing that they have achieved this qualification within 5 years (to be set by the framework developer but SASW recommends five years) of applying for the apprenticeship certificate. For example they may have already achieved the KNOWLEDGE element as part of the Welsh Baccalaureate. The hours they spent gaining this qualification will also count towards the minimum hours required for this framework.

#### 3. Competence qualifications

If applicants already have the Level 2 COMPETENCE qualification for the Apprenticeship they do not have to repeat this qualification, however, this qualification must have been achieved within 5 years (to be set by the framework developer but SASW recommends five years) of applying for the apprenticeship certificate and they will still have to demonstrate competence in the workplace.

#### 4. Prior experience

Applicants already working in the sector will be able to have their prior experience recognised by the Awarding Organisation and this will count towards the competence and the knowledge qualifications in this framework.

#### 5. Initial Assessment

Training providers and employers will use initial assessment to ensure that applicants have a fair opportunity to demonstrate their ability and to tailor programmes to meet individual needs, recognising prior qualifications and experience.



Title for this framework at level 2

# **Logistics Operations**

### Pathways for this framework at level 2

- Pathway 1: Logistics Operative
- Pathway 2: Logistics Support Operative

# Level 2, Pathway 1: Logistics Operative

# Description of this pathway

Logistics Operations Level 2 (Logistics Apprentice) 43 Credits

# Entry requirements for this pathway in addition to the framework entry requirements

None in addition to the general entry requirements for the framework

Job title(s)	Job role(s)
Logistics Operative	Working as part of a team you will be required to work in the Warehouse, Traffic Office and Transport departments of the business, gaining experience of how each part operates. You will also learn how they work together to ensure goods are delivered to customers in a timely and efficient manner.

# Qualifications

Competence qualifications available to this pathway

N/A

Knowledge qualifications available to this pathway

N/A

# Combined qualifications available to this pathway

B1 - Level 2 Cetificate in Logistics Operations					
No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
B1a	600/1461/1	EDI	20	92-106	N/A
B1b	600/3160/8	City & Guilds	20	92-106	N/A
B1c	600/2945/6	Edexcel	20	92-106	N/A
B1d	600/3277/7	SQA	20	92-106	N/A
B1e	600/4388/X	FDQ	20	92-106	N/A

### Relationship between competence and knowledge qualifications

The Certificate in Logistics Operations at Level 2 is a combined qualification incorporating competence and knowledge, which is separately assessed.

Providers MUST ensure that Apprentices achieve at least 10 credits for competence and at least 10 credits for knowledge when selecting units to meet the requirements of the SASW. This pathway totals 43 credits which includes competence, knowledge, the ERR qualification and the three Essential Skills Wales of Communication, Application of Number and ICT.

This framework exceeds the minimum of 37 credits set by the SASW.

Total Credits for this combined qualification is 20 made up as follows:

#### Mandatory units

- Health, Safety and Security at work (1 credit for competence and 2 for knowledge)
- Develop effective working relationships with colleagues in logistics operations (2 credits for competence and 2 for knowledge)
- Contribute to the provision of customer service in logistics operations (2 credits for competence and 1 for knowledge)
- Make an effective contribution to a business in the logistics sector (2 credits for competence and 1 for knowledge)

### Option Group B (1 unit from this group)

- Prepare the van for driving (1 credit for competence and 1 for knowledge)
- Protect the van and the load (1 credit for competence and 1 for knowledge)
- Prepare the rigid vehicle for driving (1 credit for competence and 1 for knowledge)
- Protect the rigid vehicle and the load (1 credit for competence and 1 for knowledge)
- Prepare the articulated/drawbar vehicle for driving (1 credit for competence and 1 for knowledge)
- Protect the articulated/drawbar vehicle and the load (1 credit for competence and 1 for knowledge)
- Obtain information on the collection and/or delivery of loads (1 credit for competence and 1 for knowledge)

### Option Group C (1 unit from this group)

- Pick goods in logistics operations (2 credits for competence and 1 for knowledge)
- Place goods in storage in logistics operations (2 credits for competence and 2 for knowledge)
- Wrap and pack goods in logistics operations(2 credits for competence and 1 for knowledge)

### Option Group D (1 unit from this group)

- Identify suitable collection or delivery points (1 credit for competence and 1 for knowledge)
- Release vehicles for daily tasks (1 credit for competence and 1 for knowledge)
- Monitor vehicle movements (1 credit for competence and 1 for knowledge)

# Transferable skills (Wales)

### **Essential skills (Wales)**

	Minimum level	Credit value
Communication	1	6
Application of numbers	1	6
ІТ	1	6

# Progression routes into and from this pathway

#### PROGRESSION INTO THIS LEVEL TWO FOUNDATION APPRENTICESHIP

This can be from a wide range of routes including:

- work or work experience
- training (non accredited)
- any of the Essential Skills Wales or Wider Key Skills Wales
- Welsh Baccalaureate including any of the (14-19) Principal Learning Qualifications, particularly Retail Business which has logistics content
- vocational or academic qualification(s)

#### PROGRESSION FROM THIS LEVEL 2 FOUNDATION APPRENTICESHIP:

Apprenticeships in any of the following:

- Traffic Office Apprenticeship
- Logistics Operations Apprenticeship
- Driving Goods Vehicles Apprenticeship
- Warehousing and Storage Apprenticeship

Into a job as a Traffic Office Team Member, Lead Drivier, Senior Warehouse Operative or with further development and training e.g. in-house/external development programme (CPD) accredited/non accredited into the following jobs:

- Warehouse Manager
- Transport Manager

After further training and development for those who choose to do so:

• Foundation degree in logistics, transport planning, logistics operations and

administration. visit <u>www.fdf.ac.uk</u>

Logistics career structure

- This Level 2 Foundation Apprenticeship sits in the Logistics Professional Development Stairway at Step 3. For further information visit <u>www.thestairway.org</u>
- For careers information for the logistics sector visit <u>www.deliveringyourfuture.co.uk</u>

# Employee rights and responsibilities

#### DELIVERY AND ASSESSMENT OF ERR

QCF Award numbers

- 600/1045/9 EDI
- 600/1361/8 C&G
- 600/1217/1 Edexcel
- 600/1740/5 ABC
- 600/1745/4 SQA
- 600/2570/0 OCR
- 600/2246/2 Skillsfirst Awards Ltd
- 600/3313/7 HABC
- 600/4981/9 EAL
- 600/4474/3 NCFE
- 600/4380/5 FDQ
- 600/4380/5 CILT
- 600/8172/7 LAO
- 600/6392/0 ICQ

All Apprentices will receive an induction to the workplace and to the Apprenticeship programme. ERR will be covered through a separate QCF award entitled Employee Rights and Responsibilities in the Logistics Industry, which will ensure that the Apprentice knows and understands each of the nine national outcomes for ERR as follows:

- the range of employer and employee statutory rights and responsibilities under employment law and that employment rights can be affected by other legislation as well. This should cover the apprentice's rights and responsibilities under the Disability Discrimination Act, other relevant equalities legislation and health and safety, together with the duties of employers.
- procedures and documentation which recognises and protects their relationship with their employer, including health and safety and equality and diversity training as part of the apprenticeship
- 3. the range of sources and information and advice available to them on their employment rights and responsibilities, including Access to Work and Additional Learning Support
- 4. the role played by their occupation in their organisation and industry.
- 5. has an informed view of the types of career pathways that are open to them.
- 6. the types of representative bodies and understands their relevance to their industry and organisation and the main roles and responsibilities.
- 7. where and how to get information and advice on their industry, occupation, training and career.
- 8. can describe and work within their organisation's principles and codes of practice.

9. can recognise and form a view on issues of public concern that affect their organisation and industry.

Skills for Logistics has developed an ERR workbook to support the delivery of the ERR award <u>ht tp://www.skillsforlogistics.org/home/qualifications/apprenticeships/wales</u>

#### **RECOGNITION OF ERR:**

A certificate of achievement of the ERR must be submitted to Skills for Logistics when applying for the Apprenticeship completion certificate.

# Level 2, Pathway 2: Logistics Support Operative

# Description of this pathway

Logistics Support Operations (40 Credits)

# Entry requirements for this pathway in addition to the framework entry requirements

There are no specific entry requirements for the Framework other than those under general entry conditions.

### Job title(s)

# Job role(s)

Logistics Support Operative You will work as part of a team responsible for the safe delivery of goods to customers. This may include loading and unloading of large or heavy items. You may also be required to unpack goods from packaging and recycle packaging materials.

# Qualifications

Competence qualifications available to this pathway

N/A

Knowledge qualifications available to this pathway

N/A

# Combined qualifications available to this pathway

B1 - Level 2 Certificate in Logistics Support Operations					
No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value
B1a	600/4642/9	EDI	23	114-124	N/A

### Relationship between competence and knowledge qualifications

The Certificate in Logistics Support Operations is a combined qualification incorporating competence and knowledge, which are separately assessed.

Providers must ensure that Apprentices achieve at least 10 credits for competence and at least 10 credits for knowledge when selecting units to meet the requirements of the SASW.

The framework totals 40 credits which includes competence, knowledge, the ERR qualification and the two Essential Skills Wales of Communication and Application of Number.

This framework exceeds the minimum of 37 credits set by the SASW.

Total credits for this combined qualification is 23 made up as follows:

#### Mandatory Units

- Health, Safety and Security at work (1 credit for competence and 2 for knowledge)
- Make and effective contribution to a business in the logistics sector (2 credits for competence and 1 for knowledge)
- Develop effective working relationships with colleagues in logistics operations (2 credits for competence and 2 for knowledge)
- Contribute to the provision of customer service in logistics operations (2 credits for competence and 1 for knowledge)

#### Option Group B (3 Units must be achieved from this group - a minimum of 5 credits)

- Obtain information on the collection and or delivery of loads (1 credit for competence
- and 1 for knowledge) Plan the route and timings for the collection and delivery of goods ( 3 credits for competence and 3 for knowledge)
- Process orders for customers in logistics operations ( 2 credits for competence and 1 for knowledge)

- Pick goods in logistics operations ( 2 credits for competence and 1 for knowledge)
- Wrap and pack goods in logistics operations (2 credits for competence and 1 for knowledge)
- Receive goods in logistics operations ( 2 credits for competence and 1 for knowledge)
- Sort goods and materials for recycling or disposal in logistics operations ( 2 credits for competence and 1 for knowledge)
- Dealing with payment transactions in logistics operations (1 credit for competence and 1 for knowledge)
- Keep work areas clean in logistics operations (2 credits for competence and 1 for knowledge)
- Maintain the cleanliness of equipment in logistics operations ( 2 credits for competence and 1 for knowledge)
- Maintain the safety and security of hazardous goods and materials in logistics operations ( 3 credits for competence and 3 for knowledge)
- Maintain hygiene standards in handling and storing goods in logistics operations ( 2 credits for competence and 1 for knowledge)
- Principles of food safety in logistics ( 1 credit for knowledge )

### Option Group C ( 2 units must be achieved from this group - a minimum of 4 credits)

- Prepare the van for driving (1 credit for competence and 1 for knowledge)
- Prepare the rigid vehicle for driving (1 credit for competence and 1 for knowledge)
- Prepare the articulated or draw bar vehicle for driving (1 credit for competence and 1 for knowledge)
- Protect the van and load (1 credit for competence and 1 for knowledge)
- Protect the rigid vehicle and load ( 1 credit for competence and 1 for knowledge)
- Protect the articulated or draw bar vehicle and load ( 1 credit for competence and 1 for knowledge)
- Load the van correctly ( 3 credits for competence and 2 for knowledge)
- Load the rigid vehicle correctly ( 3 credits for competence and 2 for knowledge)
- Load the articulated or draw bar vehicle correctly ( 3 credits for competence and 2 for knowledge)
- Unload the van correctly ( 2 credits for competence and 1 for knowledge)
- Unload the rigid vehicle correctly ( 2 credits for competence and 1 for knowledge)
- Unload the articulated or draw bar vehicle correctly ( 2 credits for competence and 1 for knowledge)

#### Option Group D (1 Unit must be achieved from this group - a minimum of 1 credit)

- Moving and/or handling goods in logistics operations ( 2 credits for competence and 2 for knowledge)
- Use equipment to move goods in logistics operations ( 2 credits for competence and 1 for knowledge)
- Use an industrial forklift truck in logistics operations (1 credit for competence)
- Use a hoist in logistics operations (1 credit for competence)

- Use a forklift side-loader in logistics operations (1 credit for competence)
- Use a compact crane in logistics operations (1 credit for competence)
- Operate and monitor the van systems ( 2 credits for competence and 1 for knowledge)
- Operate and monitor the rigid vehicle systems ( 2 credits for competence and 1 for knowledge)
- Operate and monitor the articulated or draw bar vehicle systems ( 2 credits for competence and 1 for knowledge)

# Transferable skills (Wales)

### **Essential skills (Wales)**

	Minimum level	Credit value
Communication	1	6
Application of numbers	1	6
IT	N/A	N/A

# Progression routes into and from this pathway

#### PROGRESSION INTO THIS LEVEL TWO FOUNDATION APPRENTICESHIP

This can be from a wide range of routes including:

- work or work experience
- training (non accredited)
- any of the Essential Skills Wales or Wider Key Skills Wales
- Welsh Baccalaureate including any of the (14-19) Principal Learning Qualifications, particularly Retail Business which has logistics content
- vocational or academic qualification(s)

#### **PROGRESSION FROM THIS LEVEL 2 FOUNDATION APPRENTICESHIP:**

Apprenticeships in any of the following:

- Traffic Office Apprenticeship
- Logistics Operations Apprenticeship
- Driving Goods Vehicles Apprenticeship
- Warehousing and Storage Apprenticeship

Into a job as a Traffic Office Team Member, Lead Drivier, Senior Warehouse Operative or with further development and training e.g. in-house/external development programme (CPD) accredited/non accredited into the following jobs:

- Warehouse Manager
- Transport Manager

After further training and development for those who choose to do so:

• Foundation degree in logistics, transport planning, logistics operations and administration. visit <u>www.fdf.ac.uk</u>

#### Logistics career structure

- This Level 2 Foundation Apprenticeship sits in the Logistics Professional Development Stairway at Step 3. For further information visit <u>www.thestairway.org</u>
- For careers information for the logistics sector visit <u>www.deliveringyourfuture.co.uk</u>

# Employee rights and responsibilities

DELIVERY AND ASSESSMENT OF ERR

#### QCF Award numbers

- 600/1045/9 EDI
- 600/1361/8 C&G
- 600/1217/1 Edexcel
- 600/1740/5 ABC
- 600/1745/4 SQA
- 600/2570/0 OCR
- 600/2246/2 Skillsfirst Awards Ltd
- 600/3313/7 HABC
- 600/4981/9 EAL
- 600/4474/3 NCFE
- 600/4380/5 FDQ
- 600/4380/5 CILT
- 600/8172/7 LAO
- 600/6392/0 ICQ

All Apprentices will receive an induction to the workplace and to the Apprenticeship programme. ERR will be covered through a separate QCF award entitled Employee Rights and Responsibilities in the Logistics Industry, which will ensure that the Apprentice knows and understands each of the nine national outcomes for ERR as follows:

- the range of employer and employee statutory rights and responsibilities under employment law and that employment rights can be affected by other legislation as well. This should cover the apprentice's rights and responsibilities under the Disability Discrimination Act, other relevant equalities legislation and health and safety, together with the duties of employers.
- procedures and documentation which recognises and protects their relationship with their employer, including health and safety and equality and diversity training as part of the apprenticeship
- 3. the range of sources and information and advice available to them on their employment rights and responsibilities, including Access to Work and Additional Learning Support
- 4. the role played by their occupation in their organisation and industry.
- 5. has an informed view of the types of career pathways that are open to them.
- 6. the types of representative bodies and understands their relevance to their industry and organisation and the main roles and responsibilities.
- 7. where and how to get information and advice on their industry, occupation, training and career.

- 8. can describe and work within their organisation's principles and codes of practice.
- 9. can recognise and form a view on issues of public concern that affect their organisation and industry.

Skills for Logistics has developed an ERR workbook to support the delivery of the ERR award <u>ht tp://www.skillsforlogistics.org/home/qualifications/apprenticeships/wales</u>

#### **RECOGNITION OF ERR:**

A certificate of achievement of the ERR must be submitted to Skills for Logistics when applying for the Apprenticeship completion certificate.



Title for this framework at level 3

**Logistics Operations** 

### Pathways for this framework at level 3

Pathway 1: Logistics Operations Team Leader/Section Supervisor

# Level 3, Pathway 1: Logistics Operations Team Leader/Section Supervisor

# Description of this pathway

Logistics Operations (Team Leader/Section Supervisor) 44 Credits

# Entry requirements for this pathway in addition to the framework entry requirements

None in addition to the general entry conditions for the framework

# Job title(s)

Logistics Operations Team Leader/Section Supervisor

# Job role(s)

Responsible for improving team performance, health and safety, customer service and scheduling the movement of goods by road, rail, sea or air.

# Qualifications

Competence qualifications available to this pathway

N/A

Knowledge qualifications available to this pathway

N/A

# Combined qualifications available to this pathway

B1 - Level 3 Certificate in Logistics Operations							
No.	Ref no.	Awarding organisation	Credit value	Guided learning hours	UCAS points value		
B1a	501/0378/7	EDI	21	113 - 116	N/A		
B1b	501/1029/9	Edexcel	21	113 - 116	N/A		
B1c	501/1709/9	EAL	21	113 - 116	N/A		
B1d	501/1108/5	OCR	21	113 - 116	N/A		
B1e	501/2376/2	City & Guilds	21	113 - 116	N/A		
B1f	600/0340/6	SQA	21	113 - 116	N/A		
B1g	600/0729/1	NCFE	21	113 - 116	N/A		
B1h	600/2775/7	PAA/VQSET	21	113 - 116	N/A		
B1i	600/4382/9	FDQ	21	113 - 116	N/A		

# Relationship between competence and knowledge qualifications

The Certificate in Logistics Operations at Level 3 is a combined qualification incorporating competence and knowledge, which are separately assessed.

Providers MUST ensure that Apprentices achieve at least 10 credits for competence and at least 10 credits for knowledge when selecting units to meet the requirements of the SASW.

The framework totals 44 credits which includes competence, knowledge, the ERR Award and the three Essential Skills Wales of Communication, Application of Number and ICT.

This framework exceeds the minimum of 37 credits set by the SASW.

The total Credits for this combined qualification is 21 credits made up as follows:

## Mandatory units

- Health, Safety and Security at work (1 credit for competence and 2 for knowledge)
- Optimise the use of logistics resources (2 credits for competence and 1 for knowledge)
- Make an effective contribution to a business in the logistics sector (2 credits for competence and 1 for knowledge)

## Optional Units Group 1 (a minimum of 3 credits from this group)

- Improve performance in logistics operations (2 credits for competence and 2 for knowledge)
- Provide leadership for your team in logistics operations (2 credits for competence and 2 for knowledge)
- Allocate and check work in your team in logistics operations (2 credits for competence and 1 for knowledge)

# Optional Units Group 2 (a minimum of 3 credits from this group)

- Maintain the safety and security of hazardous goods and materials in logistics operations (3 credits for competence and 3 for knowledge)
- Supervise the receipt, storage or dispatch of goods (3 credits for competence and 3 for knowledge)
- Minimise the environmental impact of logistics operations (1 credit for competence and 2 for knowledge)

# Optional Units Group 3 (a minimum of 3 credits from this group)

- Arrange the transportation of goods using multiple transport modes (2 credits for competence and 1 for knowledge)
- Schedule logistics operations to meet customers requirements (2 credits for competence and 2 for knowledge)
- International road transport operations (3 credits for competence and 2 for knowledge)

# Optional Units Group 4 (a minimum of 3 credits from this group)

- Contribute to the provision of customer service in logistics operations (2 credits for competence and 1 for knowledge)
- Ensure compliance with legal, regulatory, ethical and social requirements in logistics operations (1 credit for competence and 2 for knowledge)
- Respond to problems in logistics operations (1 credit for competence and 2 for knowledge)
- Apply technology in logistics operations (2 credits for competence and 2 for knowledge)

# Transferable skills (Wales)

# **Essential skills (Wales)**

	Minimum level	Credit value
Communication	2	6
Application of numbers	2	6
IT	2	6

# Progression routes into and from this pathway

# PROGRESSION INTO THIS LEVEL THREE APPRENTICESHIP

This can be from a wide range of routes including:

- work or work experience
- training (non accredited)
- Logistics Operations Foundation Apprenticeship
- Traffic Office Foundation Apprenticeship
- Warehousing and Storage Foundation Apprenticeship
- Driving Goods Vehicles Foundation Apprenticeship
- International Trade and Logistics Operations Foundation Apprenticeship
- any of the Essential Skills Wales or Wider Key Skills Wales
- Welsh Baccalaureate including the Retail Business Principal Learning Qualification which has logistics content
- vocational or academic qualification(s)

# PROGRESSION FROM THIS LEVEL 3 APPRENTICESHIP:

# Apprenticeships in any of the following:

• Purchasing and Supply Management Higher Apprenticeship

# Into a job as a Warehouse Operations Team Leader or with further development and training e.g.

# in-house/external development programme (CPD) accredited/non accredited into the following jobs:

- Warehouse Manager
- Transport Specialist responsible for all aspects of the distribution and transport of goods

After further training and development for those who choose to do so:

- Foundation degree in logistics, transport planning, logistics operations and administration. visit <u>www.fdf.ac.uk</u>
- Higher Education programmes such as Logistics and Suppy Chain Management, Business and Management

## Logistics career structure

- This Level 3 Apprenticeship sits in the Logistics Professional Development Stairway at Step 5. For further information visit <u>www.thestairway.org</u>
- For careers information for the logistics sector visit <u>www.deliveringyourfuture.co.uk</u>

UCAS points for this pathway: N/A

# Employee rights and responsibilities

# DELIVERY AND ASSESSMENT OF ERR

QCF Award numbers

- 600/1045/9 EDI
- 600/1361/8 C&G
- 600/1217/1 Edexcel
- 600/1740/5 ABC
- 600/1745/4 SQA
- 600/2570/0 OCR
- 600/2246/2 Skillsfirst Awards Ltd
- 600/3313/7 HABC
- 600/4981/9 EAL
- 600/4474/3 NCFE
- 600/4380/5 FDQ
- 600/4380/5 CILT
- 600/8172/7 LAO
- 600/6392/0 ICQ

All Apprentices must receive an induction to the workplace and to the Apprenticeship programme. ERR will be covered through a separate QCF Award entitled Employee Rights and Responsibilities in the Logistics Industry, which will ensure that the Apprentice knows and understands each of the nine national outcomes for ERR as follows:

- the range of employer and employee statutory rights and responsibilities under employment law and that employment rights can be affected by other legislation as well. This should cover the Apprentice's rights and responsibilities under the Disability Discrimination Act, other relevant equalities legislation and health and safety, together with the duties of employers.
- procedures and documentation which recognises and protects their relationship with their employer, including health and safety and equality and diversity training as part of the Apprenticeship.
- 3. the range of sources and information and advice available to them on their employment rights and responsibilities, including Access to Work and Additional Learning Support.
- 4. the role played by their occupation in their organisation and industry.
- 5. has an informed view of the types of career pathways that are open to them.
- 6. the types of representative bodies and understands their relevance to their industry and organisation and the main roles and responsibilities.
- 7. where and how to get information and advice on their industry, occupation, training and career.
- 8. can describe and work within their organisation's principles and codes of practice.

9. can recognise and form a view on issues of public concern that affect their organisation and industry.

Skills for Logistics has developed an ERR workbook to support the delivery of the ERR award

ht tp://www.skillsforlogistics.org/home/qualifications/apprenticeships/wales

## **RECOGNITION OF ERR:**

A certificate of achievement of the ERR Award must be submitted to Skills for Logistics when applying for the Apprenticeship completion certificate.

# The remaining sections apply to all levels and pathways within this framework.

# How equality and diversity will be met

The Logistics Industry workforce is predominantly white male and despite progress in recent years, females, those from black and minority ethnic groups and people with a learning difficulty or disability are not being attracted to the industry and the ageing workforce means that more people are required to fill a range of logistics roles.

The Warehousing Industry, however, attracts more women as there are opportunities for part time work and flexible shift working.

Awareness of Logistics as a profession is being raised through the Welsh Baccalaureate Principal Learning Qualification in Retail Business, which has logistics content and through promotional leaflets aimed at 14 – 19 year olds in schools. Amongst these leaflets is "Getting more girls into Logistics and Retail" which will help to promote the range of jobs in logistics.

Other initiatives which aim to attract applicants from a diverse population developed by Skills for Logistics are:

- Delivering Your Future careers website illustrating non stereotypical roles www.deliveringyourfuture.co.uk
- Made in China a free teaching resource to support Maths and Enterprise in schools using the journey of an MP3 player from China to the UK.
  <a href="http://www.madeinchinaresources.co.uk/">http://www.madeinchinaresources.co.uk/</a>

Apprenticeships are seen as a vital route to encourage, and facilitate, a greater diversity of individuals into the Logistics Sector and action plans are in place to increase the number of Apprenticeships by a minimum of 10% each year. Actions to widen participation and increase diversity in the Logistics workforce include:

- Flexible entry conditions for this framework to attract a wide range of applicants
- Incorporating guidance on initial assessment to ensure the framework does not discriminate against applicants to this framework.
- Links with Jobcentre Plus, promoting logistics as a career path.
- Promoting logistics content in the curriculum through the Chartered Institute for Logistics and Transport (CILTUK).
- Developing an entry to employment programme aimed at difficult to reach groups.
- Raising the profile of Logistics at careers events.

Skills for Logistics expects providers and employers to abide by the Equality Act 2010 to ensure that applicants are not discriminated against in terms of entry to and promotion within, the

sector using the 9 protected characteristics of :

- 1. Age
- 2. Disability
- 3. Gender
- 4. Gender reassignment
- 5. Marriage and civil partnership
- 6. Pregnancy and maternity
- 7. Race
- 8. Religion or Belief
- 9. Sex or sexual orientation

Skills for Logistics will monitor take up and achievement of all Apprenticeships and take steps to address any barriers to take up and achievement as part of our Sector Qualifications Strategy.

# On and off the job training (Wales)

# Summary of on- and off-the-job training

Total on and off the job training hours for this framework is

For the Level 2 Foundation Apprenticeship pathway 1 - 372 hours.

For the Level 2 Foundation Apprenticeship pathway 2 - 334 hours

For the Level 3 Apprenticeship pathway 393 hours.

# Off-the-job training

Off-the job training hours for the Level 2 Foundation Apprenticeship pathway 1 is - 276 hours for the 12 month programme.

Off-the-job training hours for the Level 2 Foundation Apprenticeship pathway 2 is - 237 hours for the 12 month programme.

Off the job training hours for the Level 3 Apprenticeship pathway is 283 hours for the 12 month programme.

# How this requirement will be met

Training hours delivered under an Apprenticeship agreement may vary depending on the previous experience and attainment of the Apprentice. The amount of off-the-job training required to complete the Apprenticeship under the Apprenticeship agreement may then be reduced accordingly, provided the total number of off-the-job hours for this framework can be verified for Apprenticeship certification. Off the job hours are made up as follows:

## Off the job hours for the Level 2 pathway 1 are made up as follows:

- 31 hours for the knowledge element of the Level 2 Certificate in Traffic Office
- 55 hours for the Level 1 Essential Skills Wales in Application of Number
- 55 hours for the Level 1 Essential Skills Wales in Communication
- 55 hours for the Level 1 Essential Skills Wales in IT

- 40 hours for ERR and Induction (to reflect the % of time in induction and ERR delivered/completed off the job)
- 40 hours minimum for mentoring (or at least one hour per week for the duration of the programme)

## Off the job hours for the Level 2 pathway 2 are made up as follows:

- 47 hours for the knowledge element of the Level 2 Certificate in Traffic Office
- 55 hours for the Level 1 Essential Skills Wales in Application of Number
- 55 hours for the Level 1 Essential Skills Wales in Communication
- 40 hours for ERR and Induction (to reflect the % of time in induction and ERR delivered/completed off the job)
- 40 hours minimum for mentoring (or at least one hour per week for the duration of the programme)

## Off the job hours for the Level 3 pathway are made up as follows:

- 38 hours for the knowledge element of the Level 3 Certificate in Logistics Operations
- 165 hours for the Level 2 Essential Skills Wales in Application of Number , Communication and ICT
- 40 hours for ERR and Induction (to reflect the % of time for induction and ERR delivered/completed off the job)
- 40 hours minimum for mentoring (or at least one hour a week for the duration of the programme)

# Previous attainment

Where a learner enters an Apprenticeship agreement having previously attained parts or all of the relevant qualifications, this prior learning needs to be recognised using either QCF credit transfer for achievements within the QCF; or through recording of exemptions for certificated learning outside of the QCF, for example Principal Learning qualifications. For Apprentices who have already achieved the relevant qualifications, they must have been certificated within 5 years of applying for the Foundation Apprenticeship Certificate.

## **Previous experience**

Where a learner enters an Apprenticeship agreement with previous work-related experience, this prior learning needs to be recognised [see QCF Guidance on Claiming Credit for further details]. To count towards Apprenticeship certification, previous experience must be recorded using the appropriate Awarding Organisation's QCF 'Recognition of Prior Learning' procedures and the hours recorded may then count towards the off-the-job hours required to complete the

## Apprenticeship.

For Apprentices with prior uncertificated learning experience, the off-the-job learning must have been acquired within 3 years of application for the Foundation Apprenticeship Certificate or have been continuously employed in the relevant job role in the industry for 12 months duration.

Off-the-job training needs to:

- be planned, reviewed and evaluated jointly between the apprentice and a tutor, teacher, mentor or manager;
- allow access as and when required by the apprentice either to a tutor, teacher, mentor or manager;
- be delivered during contracted working hours;
- be delivered through one or more of the following methods: individual and group teaching,e-learning, distance learning, coaching; mentoring, feedback and assessment; collaborative/networked learning with peers, guided study and induction.

Off-the-job training must be formally recorded, either in a diary, workbook, portfolio, or be verified by attendance records. This evidence needs to be checked and signed by the assessor and employer.

# On-the-job training

On-the job training is defined as skills, knowledge and competence gained within normal work duties.

For this framework the amount of on-the-job training for the Level 2 pathway 1 - is 96 hours.

For this framework the amount of on-the-job training for the Level 2 pathway 2 - is 97 hours

For this framework the amount of on-the-jon training for the Level 3 pathway is 110 hours.

# How this requirement will be met

On the job training hours may vary depending on previous experience and attainment of the Apprentice. Where a learner enters an Apprenticeship agreement having previously attained or acquired the appropriate competencies or knowledge, this prior learning needs to be recognised and documented using the relevant QCF credit transfer, QCF exemption or RPL procedures (as off-the-job above). The amount of on-the-job training required to complete the Apprenticeship under the Apprenticeship agreement may then be reduced accordingly,

provided the total number of on-the-job hours for this framework can be verified for Apprenticeship certification.

## On the job training for this framework for the Level 2 pathway 1 is made up as follows:

- 61 hours on the job for the 12 month programme as part of the competence element of the Level 2 Certificate in Logistics Operations.
- 20 hours related to the on the job elements of induction and ERR
- 15 hours on the job to practice the three Essential Skills Wales

## On the job training for this framework for the Level 2 pathway 2 is made up as follows:

- 67 hours on the job for the 12 month programme as part of the competence element of the Level 2 Certificate in Logistics Operations.
- 20 hours related to the on the job elements of induction and ERR
- 10 hours on the job to practice the three Essential Skills Wales

## On the job training for this framework for the Level 3 pathway is made up as follows:

- 75 hours on-the-job for the 12 month programme as part of the competence element of the Level 3 Certificate in Logistics Operations.
- 20 hours related to the on the job elements of induction and ERR.
- 15 hours on the job to practice the three Essential Skills Wales.

Apprentices who commence training under a new Apprenticeship agreement with a new employer may bring a range of prior experience with them. When an Apprentice can claim (e.g. 45% or more hours) towards the on-the-job framework total through prior learning acquired from previous full-time education, employment or other vocational programmes, then the Apprentice's learning programme should include 'customisation'. Training providers are encouraged to identify additional on-the-job training programmes that customise the learning to the new workplace. Customisation programmes may include selecting appropriate additional Unit(s) from QCF qualifications, or relevant units recognised as Quality Assured Lifelong Learning [QALL] through a CQFW recognised body, or follow Essential Skills at a level higher than that specified in the framework, include one or more Wider Key Skills or other competency-based qualifications/units relevant to the workplace.

For Apprentices who have already achieved the relevant qualifications, they must have been certificated within 5 years from the date of application for the Foundation Apprenticeship Certificate or have been continuously employed in the industry for 1 year. Job roles within logistics operations require a thorough level of technical competence and knowledge, which will be undertaken through work-based training, practice and experience.

On-the-job learning must be formally recorded, either in a diary, workbook, portfolio, or be verified by attendance records. This evidence needs to be checked and signed by either the assessor, employer, mentor, training provider. These records of hours may need to be submitted to the Certifying Authority when applying for an Apprenticeship completion certificate.

Evidence for BOTH ON AND OFF THE JOB LEARNING which must be submitted to Skills for Logistics when applying for the completion certificate for the Level 2 pathway 1 is:

- level 2 Certificate in Logistics Operations
- Evidence of completion of the ERR Award
- Essential Skills Wales for Communication, Application of Number and ICT at level 1

Evidence for BOTH ON AND OFF THE JOB LEARNING which must be submitted to Skills for Logistics when applying for the completion certificate for the Level 2 pathway 2 is:

- level 2 Certificate in Logistics Support Operations
- Evidence of completion of the ERR Award
- Essential Skills Wales for Communication and Application of Number at level 1

Evidence for BOTH ON AND OFF THE JOB LEARNING which must be submitted to Skills for Logistics when applying for the completion certificate for the Level 3 pathway is:

- level 3 Certificate in Logistics Operations
- Evidence of completion of the ERR Award
- Essential Skills Wales for Communication, Application of Number and ICT at level 2

# Wider key skills assessment and recognition (Wales)

# Improving own learning and performance

Employers consulted do not require these separate Wider Key Skills at this time.

However, providers and Apprentices are encouraged to record where and when these Wider Key Skills are being used so that evidence can be gathered to allow Apprentices to claim APL these skills in the future

Skills for Logistics recognises improving own learning and performance is an individual process and although no specific unit has been identified as a source of evidence guidance material has been developed

Please visit : <u>http://www.skillsforlogistics.org/home/qualifications/apprenticeships/wales/lo</u>

# Working with others

Employers consulted do not require these separate Wider Key Skills at this time.

However, providers and Apprentices are encouraged to record where and when these Wider Key Skills are being used so that evidence can be gathered to allow Apprentices to claim APL these skills in the future

Skills for Logistics has identified the following mandatory unit as a source of evidence to support this wider key skill and has developed materials to record evidence.

Y/601/9456 - Make an effective contribution to a business in the logistics sector

Please visit : <u>http://www.skillsforlogistics.org/home/qualifications/apprenticeships/wales/lo</u>

# Problem solving

Employers consulted do not require these separate Wider Key Skills at this time.

However, providers and Apprentices are encouraged to record where and when these Wider Key Skills are being used so that evidence can be gathered to allow Apprentices to claim APL these skills in the future

Skills for Logistics has identified the following mandatory unit as a source of evidence to

apprenticeship FRAMEWORKS ONLINE support this wider key skill and has developed materials to record evidence.

K/502/1072 Health, Safety and Security at work

Please visit : <u>http://www.skillsforlogistics.org/home/qualifications/apprenticeships/wales/lo</u>

# Additional employer requirements

None

# apprenticeship FRAMEWORKS ONLINE

For more information visit www.afo.sscalliance.org