

ELA Standards of Competence on the Supervisory/Operational Management Level

2.0 Basic Supply Chain Concepts

- 2.0.01 Explain the scope and role of component activities within the supply chain
- 2.0.02 Map a supply chain identifying component activities
- 2.0.03 Identify the source and characteristics of supply and demand
- 2.0.04 Explain how supply chain management contributes to competitive advantage
- 2.0.05 Identify how the supply chain activity contributes to sustainability
- 2.0.06 Explain how MTS, ATO, MTO and ETO configurations work
- 2.0.07 Determine the lead times within a supply chain
- 2.0.08 Assess the barriers that hinder supply chain flows
- 2.0.09 Identify how changes in supply and demand impact cost to serve
- 2.0.10 Identify opportunities for trade-offs between supply chain activities
- 2.0.11 Identify the key roles for information and IT within the supply chain

2.1 Core Management Skills

- 2.1.01 Create, maintain and enhance effective working relationship
- 2.1.02 Understand basic accounting
- 2.1.03 Interpret business financial statements
- 2.1.04 Contribute to the development of objectives by obtaining and presenting information
- 2.1.05 Make recommendations for the improvement of operational effectiveness
- 2.1.06 Obtain, evaluate and present supply chain information to other company departments
- 2.1.07 Plan, organise and lead the work of team and individuals
- 2.1.08 Contribute to the development of teams and individuals
- 2.1.09 Implement a process for the monitoring of actual costs against a budget
- 2.1.10 Contribute to the health and safety and security of the working environment
- 2.1.11 Comply with relevant legislation and regulations
- 2.1.12 Apply management tools, methods and techniques such as statistics and process management
- 2.1.13 Contribute to the implementation of a change initiative
- 2.1.14 Identify how different supply chain activities impact on each other
- 2.1.15 Identify opportunities for functions to work differently together

2.2 Inventory Management

- 2.2.01 Classify items by demand characteristics
- 2.2.02 Identify major segments of inventory using ABC analysis
- 2.2.03 Forecast demand using appropriate techniques for demand characteristics
- 2.2.04 Set safety stock levels and stock trigger points and determine order quantities
- 2.2.05 Audit stock levels and identify improvement opportunities
- 2.2.06 Manage the use of IT support for inventory activities
- 2.2.07 Utilise different inventory management systems
- 2.2.08 Update, analyse, verify and reconcile inventory records
- 2.2.09 Monitor inventory performance using appropriate measures
- 2.2.10 Contribute to the provision of inventory resources
- 2.2.11 Contribute to the performance and quality control of inventory operations

- 2.2.12 Contribute to development of plans and procedures for reverse logistics
- 2.2.13 Contribute to the development and use of inventory management processes and procedures

2.3 Production Planning

- 2.3.01 Evaluation of the production planning environment
- 2.3.02 Agree production planning performance objectives
- 2.3.03 Identify and aggregate demand for production
- 2.3.04 Create, amend and monitor production plans
- 2.3.05 Plan master production schedules
- 2.3.06 Establish and maintain a Bill of Materials
- 2.3.07 Create and review capacity plans
- 2.3.08 Calculate material requirements and place supplier orders
- 2.3.09 Audit material stock levels and identify improvement opportunities
- 2.3.10 Manage the use of IT support for production planning activities
- 2.3.11 Update, analyse, verify and reconcile material records
- 2.3.12 Monitor production planning performance using appropriate measures
- 2.3.13 Contribute to the provision of production planning resources
- 2.3.14 Contribute to the performance and quality control of production planning operations
- 2.3.15 Contribute to development of plans and procedures for reverse logistics
- 2.3.16 Use of production planning processes and procedures

2.4 Sourcing and procurement

- 2.4.01 Evaluate the sourcing environment
- 2.4.02 Agree sourcing performance objectives
- 2.4.03 Specify material and service requirements
- 2.4.04 Identify sources of materials and services
- 2.4.05 Prepare supply schedules and place orders on suppliers
- 2.4.06 Manage quality control and inspection activities
- 2.4.07 Monitor receipt operations activity
- 2.4.08 Assess and improve supplier performance
- 2.4.09 Manage the use of IT support for sourcing activities
- 2.4.10 Monitor sourcing performance using appropriate measures
- 2.4.11 Manage the provision of sourcing resources
- 2.4.12 Contribute to the performance and quality control of sourcing operations
- 2.4.13 Contribute to development of plans and procedures for reverse logistics
- 2.4.14 Contribute to the development and use of sourcing processes and procedures

2.5 Transport Management

- 2.5.01 Understand and monitor the transport environment
- 2.5.02 Agree transport performance objectives
- 2.5.03 Select mode of transport
- 2.5.04 Manage transport scheduling operations
- 2.5.05 Plan primary transport (trucking) operations to meet objectives
- 2.5.06 Plan secondary transport (local delivery) operations to meet objectives
- 2.5.07 Plan transshipment operations to meet transport objectives
- 2.5.08 Manage transport loading and unloading operations
- 2.5.09 Check goods are properly packed for transport
- 2.5.10 Manage the maintenance of transport equipment

- 2.5.11 Manage the use of IT support for transport activities
- 2.5.12 Monitor transport performance using appropriate measures
- 2.5.13 Contribute to the provision of transport resources
- 2.5.14 Contribute to the performance and quality control of transport operations
- 2.5.15 Ensure the compliance with transport legislation
- 2.5.16 Implement and apply plans and procedures for reverse logistics
- 2.5.17 Implement and apply transport processes and procedures
- 2.5.18 Manage intermodal/multi-modal transport

2.6 Warehouse Management

- 2.6.01 Evaluate the warehouse environment
- 2.6.02 Agree warehouse performance objectives
- 2.6.03 Manage warehousing receiving operations
- 2.6.04 Manage warehouse storing operations
- 2.6.05 Manage warehouse order assembly and packing operations
- 2.6.06 Manage warehouse despatching operations
- 2.6.07 Manage the control of inventory within the warehouse
- 2.6.08 Manage the use and care of warehouse equipment
- 2.6.09 Manage the use of IT support for warehouse activities
- 2.6.10 Monitor warehouse performance and control quality of warehouse operations
- 2.6.11 Ensure compliance with warehouse legislation
- 2.6.12 Contribute to development of plans and procedures for reverse logistics
- 2.6.13 Contribute to the development and use of warehouse processes and procedures

ELA Standards of Competence on the Senior Management Level

3.0 Basic Supply Chain Concepts

- 3.0.01 Map a supply chain identifying component activities
- 3.0.02 Identify the source and characteristics of supply and demand
- 3.0.03 Explain how supply chain management contributes to competitive advantage
- 3.0.04 Identify how the supply chain activity contributes to sustainability
- 3.0.05 Determine the financial impact of supply chain activity
- 3.0.06 Explain how MTS, ATO, MTO and ETO configurations work
- 3.0.07 Identify the existence of demand amplification and its impact
- 3.0.08 Identify how changes in supply and demand impact cost to serve
- 3.0.09 Identify opportunities for trade-offs between supply chain activities

3.1 Core Management Skills

- 3.1.01 Organise the recruitment and selection of staff
- 3.1.02 Create, maintain and enhance effective working relationship
- 3.1.03 Plan, organise, direct and control the work of others
- 3.1.04 Communicate in an effective manner
- 3.1.05 Identify, plan, implement and manage change
- 3.1.06 Prepare a business plan
- 3.1.07 Interpret business financial statements
- 3.1.08 Contribute to a budget and monitor costs against an operating plan
- 3.1.09 Understand and accounting
- 3.1.10 Set up and interpret performance indicators to assess business performance
- 3.1.11 Design an appropriate organisational control structure
- 3.1.12 Identify how different supply chain activities impact on each other
- 3.1.13 Identify opportunities for functions to work differently together
- 3.1.14 Manage the health and safety of the work environment
- 3.1.15 Comply with relevant legislation and regulations
- 3.1.16 Apply management tools, methods and techniques such as statistics, process management, modelling and quantitative methods
- 3.1.17 Develop teams and individuals
- 3.1.18 Manage projects
- 3.1.19 Develop and implement plans to manage knowledge

3.2 Inventory Management

- 3.2.01 Analyse inventory positioning within a network
- 3.2.02 Analyse the performance and quality requirement for inventory
- 3.2.03 Analyse the business requirement for inventory
- 3.2.04 Evaluate the impact of environmental factors on inventory activity and formulate action plans
- 3.2.05 Audit productive and non-productive inventory levels
- 3.2.06 Select and implement forecasting systems
- 3.2.07 Manage changes in the inventory requirements
- 3.2.08 Select and implement inventory management systems

- 3.2.09 Manage inventory through a supply chain network
- 3.2.10 Prepare resource plans for inventory including financing options
- 3.2.11 Identify trade-off opportunities with other supply chain activities
- 3.2.12 Develop inventory plans and proposals evaluating costs and added value
- 3.2.13 Develop plans and procedures for reverse logistics
- 3.2.14 Manage the inventory operations to comply with legislative and social responsibilities
- 3.2.15 Select, implement and sustain IT support for inventory activity
- 3.2.16 Establish, maintain and improve inventory performance management system
- 3.2.17 Develop inventory processes and procedures
- 3.2.18 Identify and select inventory service providers

3.3 Production Planning

- 3.3.01 Identify sources of waste within production and plans to eliminate it
- 3.3.02 Analyse the performance and quality requirement for production planning
- 3.3.03 Analyse the business requirement for production planning
- 3.3.04 Evaluate the impact of environmental factors on production activity
- 3.3.05 Formulate action plans to respond to environmental factors
- 3.3.06 Set up a production planning framework
- 3.3.07 Create and manage a demand planning system
- 3.3.08 Contribute to the sales and operations planning process
- 3.3.09 Produce capacity requirement plans
- 3.3.10 Prepare resource plans for production including financing options
- 3.3.11 Identify trade-off opportunities with other supply chain activities
- 3.3.12 Develop production plans and proposals evaluating costs and added value
- 3.3.13 Develop plans and procedures for reverse logistics
- 3.3.14 Manage the production operations to comply with legislative and social responsibilities
- 3.3.15 Select, implement and sustain IT support for production planning activity
- 3.3.16 Establish, maintain and improve production planning performance management system
- 3.3.17 Develop production planning processes and procedures
- 3.3.18 Identify and select production planning service providers

3.4 Sourcing and Procurement

- 3.4.01 Analyse the performance and quality requirement for sourcing
- 3.4.02 Analyse the business requirement for sourcing
- 3.4.03 Evaluate the impact of environmental factors on sourcing activity
- 3.4.04 Formulate action plans to respond to environmental factors
- 3.4.05 Prepare sourcing plans
- 3.4.06 Identify and evaluate sourcing options
- 3.4.07 Assess and select new suppliers
- 3.4.08 Assess and improve supplier performance
- 3.4.09 Establish supplier agreements
- 3.4.10 Select and implement supply management systems
- 3.4.11 Create and manage collaborative supplier relationships
- 3.4.12 Construct and manage supply control system
- 3.4.13 Prepare resource plans for sourcing including financing options
- 3.4.14 Identify trade-off opportunities with other supply chain activities
- 3.4.15 Develop sourcing plans and proposals evaluating costs and added value
- 3.4.16 Develop plans and procedures for reverse logistics

- 3.4.17 Manage the sourcing operations to comply with legislative and social responsibilities
- 3.4.18 Select, implement and sustain IT support for sourcing activity
- 3.4.19 Establish, maintain and improve sourcing performance management system
- 3.4.20 Develop sourcing processes and procedures
- 3.4.21 Identify and select sourcing and procurement service providers

3.5 Transport Management

- 3.5.01 Analyse the supply and demand of transport resources
- 3.5.02 Analyse the performance and quality requirement for transport activity
- 3.5.03 Evaluate the impact of environmental factors on transport activity
- 3.5.04 Formulate action plans to respond to environmental factors
- 3.5.05 Plan national and international movements
- 3.5.06 Plan and coordinate of inter-/multi-modal operations
- 3.5.07 Prepare resource plans for the movement of goods including financing options
- 3.5.08 Identify trade-off opportunities with other supply chain activities
- 3.5.09 Develop transport plans and proposals evaluating costs and added value
- 3.5.10 Develop plans and procedures for reverse logistics
- 3.5.11 Manage the transport operations to comply with legislative and social responsibilities
- 3.5.12 Select, implement and sustain IT support for transport activities
- 3.5.13 Establish, maintain and improve transport performance management system
- 3.5.14 Develop transport processes and procedures
- 3.5.15 Select transport equipment
- 3.5.16 Identify and select transport service providers

3.6 Warehouse Management

- 3.6.01 Analyse warehouse stock list and throughput profile
- 3.6.02 Analyse the performance and quality requirement for warehouse activity
- 3.6.03 Analyse the business requirement for warehousing activity
- 3.6.04 Evaluate the impact of environmental factors on warehouse activity
- 3.6.05 Formulate action plans to respond to environmental factors
- 3.6.06 Determine space requirements
- 3.6.07 Select warehouse work methods
- 3.6.08 Select warehouse equipment
- 3.6.09 Select warehouse packing equipment and materials
- 3.6.10 Plan warehouse layouts
- 3.6.11 Prepare resource plans for the warehousing including financing options
- 3.6.12 Identify trade-off opportunities with other supply chain activities
- 3.6.13 Develop warehouse plans and proposals evaluating costs and added value
- 3.6.14 Develop plans and procedures for reverse logistics
- 3.6.15 Manage the warehouse operations to comply with legislative and social responsibilities
- 3.6.16 Select, implement and sustain IT support for warehouse activities
- 3.6.17 Establish, maintain and improve warehouse performance management system
- 3.6.18 Develop warehouse processes and procedures
- 3.6.19 Identify and select warehouse service providers

3.7 Supply Chain Flow and Network Management

- 3.7.01 Identify opportunities to use e-business/IT integration to improve supply chain flows
- 3.7.02 Identify opportunities to use ERP systems to improve supply chain flows

- 3.7.03 Identify opportunities to use new developments to improve supply chain flows
- 3.7.04 Identify opportunities to collaborate with suppliers to improve supply chain flows
- 3.7.05 Identify opportunities to collaborate with customers to improve supply chain flows
- 3.7.06 Model supply chain networks as a holistic, flow-oriented system
- 3.7.07 Devise tactical plans for the use of transport in the supply chain
- 3.7.08 Devise tactical plans for the use of warehousing in the supply chain
- 3.7.09 Devise tactical plans for the use of inventory in the supply chain
- 3.7.10 Devise tactical plans for the use of sourcing in the supply chain
- 3.7.11 Devise tactical plans* for the use of production in the supply chain
- 3.7.12 Map the processes connected with supply chain activity
- 3.7.13 Audit supply chain and interpret the findings
- 3.7.14 Contribute to the creation of supply chain objectives
- 3.7.15 Develop and document supply chain processes and procedures
- 3.7.16 Establish, maintain and improve supply chain performance management systems
- 3.7.17 Apply appropriate techniques to plan and model processes within the supply chain
- 3.7.18 Apply appropriate techniques to plan and model inventory positioning within the supply chain
- 3.7.19 Provide technical and professional advice on preparing programmes and projects to implement supply chain strategy

ELA Standards of Competence on the Strategic Management Level

Core Management Skills

- 4.1.01 Create, maintain and enhance effective working relationship
- 4.1.02 Communicate in an effective manner
- 4.1.03 Identify, plan, implement and manage change
- 4.1.04 Prepare a business plan
- 4.1.05 Interpret business financial statements
- 4.1.06 Prepare a logistics budget and monitor activity against operating plan
- 4.1.07 Set up and interpret performance indicators to assess business performance
- 4.1.08 Design an appropriate organisational control structure
- 4.1.09 Identify how different supply chain activities impact on each other
- 4.1.10 Identify opportunities for functions to work differently together
- 4.1.11 Comply with relevant legislation and regulations
- 4.1.12 Apply management tools, methods and techniques such as statistics, process management, modelling and quantitative methods
- 4.1.13 Develop teams and individuals
- 4.1.14 Manage projects
- 4.1.15 Develop and implement plans to manage knowledge
- 4.2.01 Identify opportunities to use e-business/IT integration to improve supply chain flows
- 4.2.02 Identify opportunities to use ERP systems to improve supply chain flows
- 4.2.03 Identify opportunities to use new developments to improve supply chain flows
- 4.2.04 Identify opportunities to collaborate with suppliers to improve supply chain flows
- 4.2.05 Identify opportunities to collaborate with customers to improve supply chain flows
- 4.2.06 Model supply chain networks as a holistic, flow-oriented system
- 4.2.07 Map the processes connected with supply chain activity
- 4.2.08 Audit supply chain and interpret the findings
- 4.2.09 Develop and document supply chain processes and procedures
- 4.2.10 Establish, maintain and improve supply chain performance management systems
- 4.2.11 Apply appropriate techniques to plan and model processes within the supply chain
- 4.2.12 Apply appropriate techniques to plan and model inventory positioning within the supply chain

4.3 Business Strategy

- 4.3.01 Provide assistance in the formulation of corporate strategic position
- 4.3.02 Contribute to the evaluation and selection of corporate strategy
- 4.3.03 Contribute to the implementation of corporate strategy
- 4.3.04 Identify organisational logistics needs to support business strategy
- 4.3.05 Agree priorities for developing the logistics activity
- 4.3.06 Assess the impact of the economic principles of supply and demand
- 4.3.07 Evaluate the structure of the market place
- 4.3.08 Evaluate the usage of alternative costing and pricing methodologies
- 4.3.09 Funding of infrastructure and resources
- 4.3.10 Investigate and evaluate the provision of all kinds of infrastructure
- 4.3.11 Conduct an economic appraisal and social cost-benefit analysis

- 4.3.12 Evaluate the impact of government & political influences and policy formation
- 4.3.13 Evaluate the impact of social and environmental policies and developments
- 4.3.14 Evaluate the impact of economics and policy on logistics strategies
- 4.3.15 Evaluate the impact of legislation and regulations
- 4.3.16 Formulate action plans to respond evaluation of economics and policy
- 4.3.17 Risk Management

4.4 Supply Chain Strategy

- 4.4.01 Align supply chain strategy to business strategy
- 4.4.02 Align supply chain strategy to product development and marketing strategies
- 4.4.03 Establish and communicate supply chain objectives
- 4.4.04 Determine supply chain performance and quality requirements
- 4.4.05 Determine customer supply chain requirements
- 4.4.06 Evaluate the opportunities to benchmark supply chain activities
- 4.4.07 Map and analyse AS IS supply chain
- 4.4.08 Determine supply chain cost to serve
- 4.4.09 Review decoupling point position
- 4.4.10 Identify and evaluate opportunities for collaborative relationships
- 4.4.11 Determine TO BE supply chain performance specification
- 4.4.12 Check supply chain plans meet corporate, legislative and social responsibilities
- 4.4.13 Generate potential supply chain configurations
- 4.4.14 Evaluate and select AS IS configuration
- 4.4.15 Prepare consolidated supply chain plan evaluating costs and value added
- 4.4.16 Develop plans for securing resources to support plans
- 4.4.17 Justify proposals for expenditure on strategy
- 4.4.18 Review tactical supply chain plans
- 4.4.19 Create and maintain a supply chain organisation
- 4.4.20 Specify the requirement of systems to support supply chain plans
- 4.4.21 Evaluate the performance and quality of supply chain operations
- 4.4.22 Supply Chain Risks and Security

4.5 Innovation and Change Leadership

- 4.5.01 Prepare and provide opportunities for individuals and groups to learn
- 4.5.02 Initiate change and improvement to logistics operations
- 4.5.03 Analyse the pressures for change
- 4.5.04 Create a clear shared vision for logistics change
- 4.5.05 Prepare a plan to develop the capacity to change
- 4.5.06 Identify and communicate the actionable first steps
- 4.5.07 Prepare plans for the implementation of logistics strategy
- 4.5.08 Align measurement and reward systems