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Delivery outline for Express delivery manager L6 degree apprenticeship degree

Content for express manager degree from Detailed Grade Descriptors of EPA

The tables below set out the index for operator content of the Express Manager degree in two themes related to the later modules of professional discussion and project. Index key for Knowledges, Skills and behaviour.

Options inside the delivery of the degree that further map to syllabus index include optional items as below,

> Transport Manager Certificate of professional competence. L3 (body of knowledge overlap) (40 hours)
> 600-4286-2 OCR l3 certificate of professional competence (road haulage)
>
> FORS Practioner certificate. L4
>
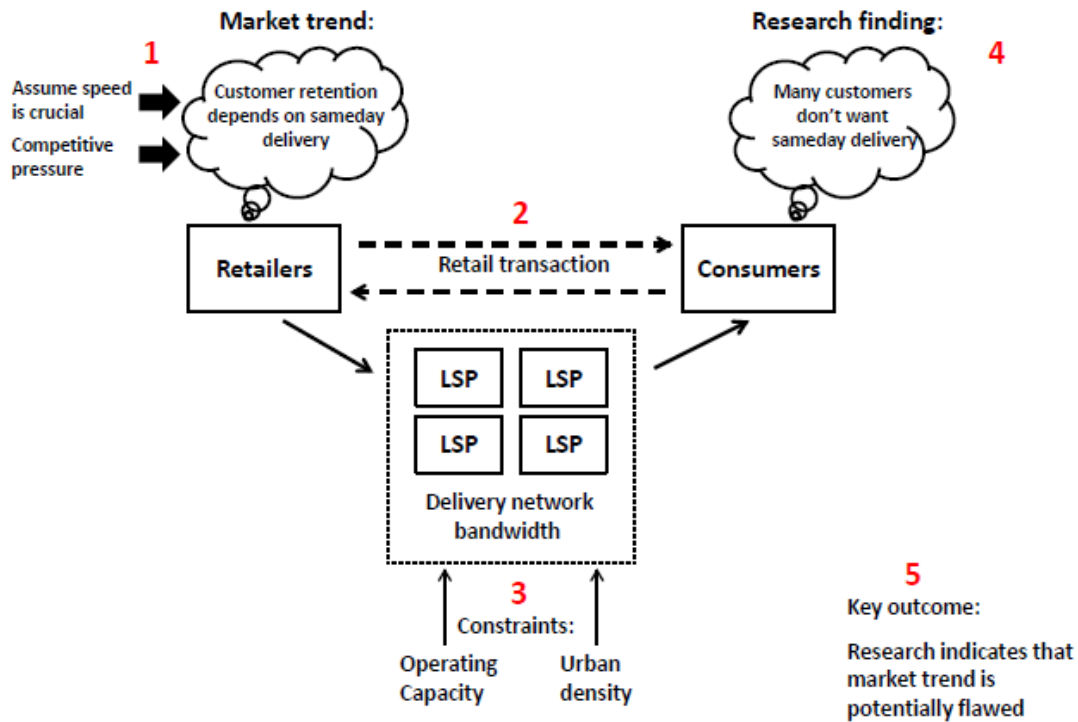> Fork truck certificate of training FLT
>
> Certificate for site - CSC card

An example of L6 delivery material for K1

Business Process (K1) Theories and techniques of; strategic business management and business operations, performance management and key performance indicators.

Outline techniques of business management and business operations between retailers.

Logistics service providers (LSP) and consumers. Uses these to explain the relationship and how the client chain in Express logistics and urban density is applied in practice. A model by Lascells, Lomas and Worth acts as benchmark to the client chain in express logistics.

To achieve distinction, Analyse delivery speed promise to the consumer in the context of operating capacity and urban density.

Market trend:

1

Assume speed is crucial →
Competitive pressure →

Customer retention depends on sameday delivery

Research finding:

4

Many customers don't want sameday delivery

Retailers

2
Retail transaction ⇢
⇠

Consumers

LSP LSP
LSP LSP

Delivery network bandwidth

3
Constraints:
Operating Capacity   Urban density

5
Key outcome:

Research indicates that market trend is potentially flawed

Defining the LSP

Logistics service provider, LSP acts as the 'last mile' 'final mile' 'doorstep', 'express', delivery courier it provides the service of delivering the parcel to the customer who may be the purchaser or the recipient of goods bought. This parcel has been requested to be delivered to a specific place within an agreed time frame (Holdorf S, Haasis HD 2014). This last mile delivery courier may have managed the whole process from collection from the retailer to delivery of the parcel (e.g. CitySprint for John Lewis, Hermes for Next), or it might be a smaller business that delivers within a county, city or postcode (e.g Point to Point (London) Abacus Express (Leeds) Swift (Liverpool)). Co-operative chains, APC are also a coalition of such smaller courier companies.

The syllabus sector content index below
Mapped by knowledge skills and behaviour for all units.

	Element of Standard	Fail	Pass	Distinction
KNOWLEDGE (K - Know it)	**Understanding assessed:**		The apprentice must meet all the pass criteria.	The apprentice must meet all the pass criteria and all the distinction criteria.

	Element of Standard	Fail	Pass	Distinction
Business Process	(K1) Theories and techniques of; strategic business management and business operations, performance management and key performance indicators.	Does not meet pass criteria.	Outline techniques of business management and business operations between retailers, logistics service providers (LSP) and consumers. Uses these to explain how the client chain in Express logistics and urban density is applied in practice.	Analyse delivery speed promise to the consumer in the context of operating capacity and urban density.
	(K2) Range of sortation hub services; consolidation, brokering services, collection services and locations used as collection points, concept and processes of reverse logistics.	Does not meet pass criteria.	Outline a range of sortation and collection services, explaining consolidation, brokering services and reverse logistics in the LSP business model and the range of collection and delivery points including home office or box.	
	(K3) The importance of route optimisation and the methods used to optimise routes; bespoke and generic hardware and software used to manage deliveries and collections.	Does not meet pass criteria.	Explain the importance of route optimisation, and give examples of the methods and software, bespoke and generic, used to manage deliveries and collections.	Analyse how an LSP would re-route an overloaded route.
	(K4) Implications of volume and of weight of goods in allocating goods to vehicles and routes.	Does not meet pass criteria.	Explain the operating capacity implications of volumes and weights in allocating goods to vehicles and routes.	Analyse the allocation of vehicles across the fleet of an LSP to maximise the capacity of the network.

	Element of Standard	Fail	Pass	Distinction
	(K5) Factors affecting profitability of delivery or collection. Analysis of route density, achievement numbers and time slot selection.	Does not meet pass criteria.	Explain the factors affecting profitability of delivery or collection. Explain the range of route densities, rural and urban, its impact on achievement numbers and time slot selection.	Analyse the potential profitability challenge in achievement of time slots in urban areas.
Customer Insight	(K12) Determinants of consumer behaviour; ability to influence customer choice. Methods of customer relationship management; techniques for building customer relationships.	Does not meet pass criteria.	Explain how determinants such as urban or rural location impact on consumer behaviour. Detail delivery speed in the context of competitive pressure from other LSPs. Explain how geographical restrictions of customer location impact on influencing customer choice. Explain methods of customer relationship management and techniques for building customer relationships.	Detail the impact on customer choice of different delivery charges for a range of delivery times.
	(K13) Methods of communication; face to face, sharing information about service performance, impact of social media on customer communications.	Does not meet pass criteria.	Explain the methods of communication used in customer relationships, sharing performance data such as the nature of live reporting delivery data. Explain impact on the express brand of customer communication via social media and the impact of apps and driver delivery arrival time system texts.	Explain how social media opportunities build brand opportunity.
Leadership and Management of People	(K14) Employment Law as it applies in the sector.	Does not meet pass criteria.	Explain Employment Law as it applies in the sector, detailing lifestyle and franchise in the sector.	

	Element of Standard	Fail	Pass	Distinction
	(K15) Theories and principles relating to; management of conflict in the workplace, disciplinary procedures and processes, management and development of people, training, coaching and mentoring.	Does not meet pass criteria.	Explain the theories and principles relating to human resource management and reporting structure for LSPs in context of sortation hubs, road fleet networks and management. Explain actions for dealing with delivery performance issues outlining disciplinary procedures and processes, management and development of people, training, coaching and mentoring.	Critically explain variations in procedures which arise from the different employment status types used in LSPs.
Business Innovation	(K16) Theories and examples of Business Transformation, principles of business innovation, continuous improvement principles.	Does not meet pass criteria.	Explain the theories and principles of business transformation in the context of change in service, multi-day to same-day, innovation in bandwidth and continuous improvement principles for customer promise.	Use the theory of business transformation to critically discuss evolution of further bandwidth such as weekend delivery.
Financial	(K17) The business models for express delivery services; employed, self-employed and mixed fleet couriers, types of contract and payment processes used by companies.	Does not meet pass criteria.	Explain a range of business models for LSPs. Detail LSP employment streams of PAYE, Worker status, Self-employment and lifestyle workers explaining layering of worker status in mixed fleet LSP driver fleets. Detail contract and payment processes across a range of worker statuses used by LSPs.	Critically discuss flexibility advantages for the business model in a range of employment status.
SKILLS (S 'Show it')	**Assessment of the apprentice's ability to:**			
Business Processes	(S1) Develop and implement business strategies and operational plans for express delivery organisations.	Does not meet pass criteria.	Outline the factors used in assessing and implementing business strategies and operational plans to deliver customer promise for express delivery.	Explain the purpose of a business strategy where the consumer has not chosen the LSP.

	Element of Standard	Fail	Pass	Distinction
	(S2) Develop and apply key performance indicators.	Does not meet pass criteria.	Explain how to develop and implement key performance indicators. Identify impact of and show relevant examples of delivery reliability and delivery speed in a range of densities.	Demonstrate how a shift in key performance indicators could impact on express delivery operations profitability.
	(S3) Interpret data to manage volume flows through delivery/ collection process. Create and manage the implementation of company policies and instructions related to collections, deliveries, failed deliveries and returns.	Does not meet pass criteria.	Explain how to interpret data to manage volume flows through delivery collection process and its impact on customer promise Explain where they have created and implemented company policies, explaining and justifying instructions related to collections, deliveries, failed deliveries and returns. Give examples such as leave without signature or age restricted goods	Demonstrate data that would show a shift in volume flow impacting on customer promise.
	(S4) Manage operations to ensure correct labelling and packaging of goods.	Does not meet pass criteria.	Explain how to manage operations to ensure correct labelling and packaging of goods, giving examples across depot codes and route networks, including multi-labelling and failed or damaged labelling.	Identify impact when re-labelling takes place in the depot or on route.
Compliance	(S5) Apply commercial and employment legislation in the workplace; comply with legal and regulatory requirements relating to express delivery services, deal with security breaches, and ensure compliance with Data protection legislation.	Does not meet pass criteria.	Outline how to apply commercial and employment legislation in the workplace and comply with legal and regulatory requirements relating to express delivery services. Identify the impact of and show how to deal with security breaches, and ensure compliance with Data protection legislation.	

	Element of Standard	Fail	Pass	Distinction
	(S7) Implement processes for audits in relation to quality standards.	Does not meet pass criteria.	Describe audit procedures for a relevant quality standard such as FORS or ISO, including timescale.	Explain the best time fit of an audit process to the cycle of the express year.
Customer Insight	(S11) Understand and consistently meet customer expectations, respond to customers' needs and identify ways to improve customer service.	Does not meet pass criteria.	Explain customer position in the client chain, describing customer expectations. Identify ways to improve customer service such as tighter delivery windows and give examples of methods they used that improved customer service.	
	(S12) Develop customer relationships, communicate with current clients. Share information about delivery performance with customers. .	Does not meet pass criteria.	Describe how to develop customer relationships, identify impact of communication with clients, and share information about existing delivery performance with customers, such as delivery drop proof .	
	(S13) Apply knowledge to the writing and presentation of bids to customers for new work.	Does not meet pass criteria.	Explain how to write and present information for use in bids for express delivery work.	Analyse and assess restrictions that may impact on a bid such as congestion zone, clean air zone, parking or client loading restrictions.
Leadership and Management of People	(S14) Be able to line manage people.	Does not meet pass criteria.	Using management theory, explain how they line manage people in LSPs, across national, regional and local depot structures, and multiple hubs and regions.	

	Element of Standard	Fail	Pass	Distinction
	(S15) Apply performance management techniques based on data, drive the achievement of standards and targets in the operation.	Does not meet pass criteria.	Explain a range of performance management techniques based on operating capacity and urban density performance data. Describe targets in operations including delivery speed. Explain how these targets are used to drive the achievement of customer promise in the operation.	Describe how they have consistently achieved customer promise across same-day, next-day, and multi-day services.
	(S16) Be able to build and manage teams, demonstrate empowerment of people.	Does not meet pass criteria.	Explain the structure of teams in LSPs and how to manage teams and build them, giving examples of empowering people in teams.	
Business Innovation	(S17) Apply continuous improvement techniques to sortation operations, develop innovative service propositions, and apply technology to sortation activities. Demonstrate confident presentation skills. Present complex data and information in a business format, show how reading and learning influence own performance	Does not meet pass criteria.	Explain how to implement technology to sortation activities. Detail innovative service propositions in sortation such as geography match of sortation hub to customer. Describe the application of technology to improvement such as belt speed. Discuss and show development of a presentation involving complex data and information for achieving customer promise. Explain how reading and learning of literature in the express sector has improved their performance.	Recommend further technology innovation to achieve sortation bandwidth improvement.
BEHAVIOURS (B Live it)	**Assessment of the apprentices' behaviours by:**	**Fail**	**Pass**	**Distinction**

	Element of Standard	Fail	Pass	Distinction
	(B1) Acts as a company ambassador, shares business core values. Customer focussed, strives to improve service quality.	Does not meet pass criteria.	Explain how they have acted as a company ambassador and showed the core values of the business in talking about the LSP brand. Explain meaning of the customer promise and service quality as a differentiating factor between LSPs. Explain how they are have tried to improve service quality and build loyalty.	Explain when they have offered alternative service provision that improves quality of the customer promise.
	(B2) Authoritative, Confident, Positive.	Does not meet pass criteria.	Explain how they have demonstrated authoritative, confident and positive behaviour in the express sector, giving customers confident assurance that issues will be resolved .	
	(B3) Engages positively with colleagues and clients, is creative and innovative.	Does not meet pass criteria.	Explain how they demonstrated positive engagement with colleagues and clients	Explain the business benefits of positive engagement behaviour to the business.
	(B4) Takes personal responsibility for the environmental impacts of express delivery, postal and courier services and strives to reduce those impacts. All-rounder, Pro-active, Willing to challenge.	Does not meet pass criteria.	Explain how they have taken personal responsibility for environmental impacts and how the LSP works in a green and efficient manner. Explain how they have been proactive and how they provided positive challenge for LSP business benefit	

	Element of Standard	Fail	Pass	Distinction
	(B5) People person, Empathy, Recognises good and bad behaviours. Reliable, Accurate, Process driven.	Does not meet pass criteria.	Give examples of when they have shown empathy and recognised good and bad behaviours in others such as the context of goods lost or missing in the express client chain. Describe how they have demonstrated reliability and accuracy in their attendance records and following other processes	
	(B6) Is calm under pressure and focused on solutions not problems.	Does not meet pass criteria.	Give example of where they have been calm under pressure and focused on solutions in a 'can-do' environment of urgent express delivery where solutions must be found.	Can describe a range of scenarios that generate need for solutions.

Method Two – Work-based Project grade descriptors

- All pass criteria must be achieved to obtain a pass.

- All Distinction criteria must be achieved to obtain a distinction

	Element of Standard	Fail	Pass	Distinction
KNOWLEDGE (K - Know it)	**Understanding assessed:**			
Compliance	(K6) Principles of commercial, common contract law and insurances as applied to express delivery operations.	Does not meet pass criteria.	Apply and detail the principles of commercial, common contract law and insurances. Give relevant applied examples of parcel value for loss, damage or theft.	Explore concept of insured intrinsic value of contents of packet or parcel.

	Element of Standard	Fail	Pass	Distinction
	(K7) Customs regulations applied to international movement of goods; customs bonded storage.	Does not meet pass criteria.	Apply and detail theories and techniques for customs regulations for international movement of goods and customs bonded storageand illustrate with relevant applied examples, such as air.	
	(K8) Laws and Regulations applying to transport operations; Operator Licencing, Transport Manager Certificate of Professional Competence, Fleet Operator Recognition Scheme.	Does not meet pass criteria.	Apply theories and techniques of the Laws and Regulations relating to transport operations. Detail Operator Licencing, Transport Manager Certificate of Professional Competence and the Fleet Operator Recognition Scheme at various grades.	Explore variation between compliance regulations and those of contract laws and regulations.
	(K9) Laws and Regulations applying to specific goods; Postal Common Operators Procedures Code, Mail Integrity Code of Practice, controls relating to dangerous or hazardous goods, foodstuffs. Data protection legislation.	Does not meet pass criteria.	Apply Laws and Regulations relating to specific goods including the Postal Common Operators Procedures Code and the Mail Integrity Code of Practice. Explain how work meets controls relating to dangerous or hazardous goods and foodstuffs and data protection legislation.	
	(K10) The relevance and impact on business operations of legislation for safeguarding young people and vulnerable adults.	Does not meet pass criteria.	Show how the relevance and impact of legislation for safeguarding young people and vulnerable adults has been taken into account.	Apply and critically examine the LSP's delivery point age challenge.

	Element of Standard	Fail	Pass	Distinction
	(K11) Range of Quality Standards used in the sector, the factors that determine which quality standards are used and their impact on business processes	Does not meet pass criteria.	Explain which of the range of Quality Standards they have used, the theories that determine their use and their impact on the business process.	
Business Innovation	(K16) Theories and examples of Business Transformation, principles of business innovation, continuous improvement principles.	Does not meet pass criteria.	Apply theories with examples of business transformation, principles of business innovation and continuous improvement principles. Briefly detail history of change in service from multi-day to same-day.	Give a fully integrated business transformation example of increasing the delivery network bandwidth as consumer choice in delivery targets evolves.

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Financial	(K18) Financial implications of different business models, PAYE employment, self-employment, mixed vehicle fleets, corporate structures	Does not meet pass criteria	Explore the financial implications of a range of business models, review the financial impact of a range of employment statuses and explore a range of mixed fleet financial impacts of fuel variations and vehicle size. Show a range of corporate structures in express from owner fleets to franchise models.	
	(K19) Methods used to analyse where costs occur in the business process	Does not meet pass criteria	Use methods of cost analysis in the LSP business process. Give cost examples of people, vehicles and fuel. Analyse where costs impact the network operating capacity occur in the business process.	Give an example of methods to identify cost variation in peak periods.
Safety	(K20) Health, safety and security regulations related to goods carried and how these impact on business operations.	Does not meet pass criteria.	Apply health and safety and security regulations related to goods carried and show the impact of these regulations on business operations.	Include a health and safety example of collection or delivery point danger ssuch as animal attacks at door step.

	Element of Standard	Fail	Pass	Distinction
	(K21) The potential environmental and air pollution hazards associated with express delivery, postal and courier services in urban and rural environments.	Does not meet pass criteria.	Take into account environmental and air pollution hazards associated with express delivery, postal and courier services. Where relevant, show understanding of clean air zones and impact of air on the delivery teams,. low, ultra-low and zero emission zones and variations in rural density geography.	Analyse the implementation of a zero emission zone.
Contingencies	(K22) Range of potential economic contingencies and their impact on business operations.	Does not meet pass criteria.	Deals with or explains how they would deal with a range of potential economic contingencies such as fraud or terrorist attack and detail their impact on LSP business operations.	Detail a fully integrated contingency example of fraud, IT or other failure in the express sector.
	(K23) Principles of business continuity.	Does not meet pass criteria.	Apply theories of business continuity and techniques to deal with planning and creating systems of prevention and recovery to deal with threats to the LSP.	Analyse the priority of threats to the business continuity.
	(K24) Theories of risk management, the range of tools used to manage and mitigate business risk	Does not meet pass criteria.	Apply theories of risk management, detailing the range of tools used to manage and mitigate business risk (ISO31000) and techniques for prioritisation of risk.	Apply theory of risk with a fully integrated example and analysis of risk when a central sortation hub fails such as fire or road access closure.
	(K25) Techniques of dynamic risk assessment.	Does not meet pass criteria.	Apply theories and techniques of dynamic risk assessment. Detail techniques for continuous process of identifying hazards in rapid changing circumstances of an LSP operational incident.	Apply a fully integrated dynamic risk example reviewing an operational incident in an LSP such as a sortation machine failure.
	(K26) The cyclical and seasonal nature of express delivery demand and strategies for adapting to demand peaks and troughs.	Does not meet pass criteria.	Detail the cyclical and seasonal nature of express delivery demand and theimpact of peaks such as Black Friday and Cyber Monday. Detail strategies for adapting to such demand variation before and after a peak and planning for future peaks.	Give a fully integrated cyclic example of an unexpected peak.

	Element of Standard	Fail	Pass	Distinction
SKILLS (S 'Show it')	**Assessment of the apprentice's ability to:**			
Compliance	(S6) Demonstrate commercial acumen, manage contracts for sortation and delivery services. Comply with law and contracts in sortation, express delivery, and postal services.	Does not meet pass criteria.	Demonstrate business understanding, detailing management of contracts between LSPs and clients and showing impact on sortation and delivery services. Comply with law and contracts in sortation, express delivery, and postal services.	
	(S8) Manage operations to ensure compliance with customs regulations related to bonded goods.	Does not meet pass criteria.	Demonstrate compliance with customs regulations related to bonded goods.	
	(S9) Apply organisation's policies relating to safeguarding of young people and vulnerable adults.	Does not meet pass criteria.	Demonstrate application of the LSP safeguarding policy relating to young people and vulnerable adults.	

	Element of Standard	Fail	Pass	Distinction
	(S10) Ensure vehicle fleet meets legislative and regulatory requirements. Implement quality standards in business operations and ensure that business processes comply with quality standards	Does not meet pass criteria.	Demonstrate how vehicle fleet match to the legislation and show implementing vehicles with examples of clean air zones or licence regulations. Demonstrate implementing quality standards in the business process and ensure that business processes comply with quality standards.	Show an innovative approach to matching vehicles and regulation. Project shows and demonstrates the impact of quality standards on the future of the LSP business process.
Financial	(S18) Use data gathered from operation monitoring to track costs in the business. Carry out activity-based costing.	Does not meet pass criteria.	Demonstrate how to find data streams in the business and show interpretation of data. Evaluate costs for data gathered from road or sortation hub systems. Demonstrate activity-based costing (ABC) and show application across different products of time, value and distance in the customer promise.	Calculate average parcel cost in the network.
	(S19) Demonstrate ways to minimise business costs while meeting customer requirements.	Does not meet pass criteria.	Demonstrate a range of business costs for meeting customer requirements such as consolidation or single and multiple delivery to same location. and identify steps to minimise cost.	Give an alternative customer promise solution to achieve cost effectiveness.
	(S20) Carry out financial analysis, data analysis and data management.	Does not meet pass criteria.	Demonstrate financial analysis, data analysis and show application of data management across the LSP.	Show and demonstrate data analysis of the evolving numbers of express delivery.
	(S21) Carry out business forecasting and modelling, propose a financial plan.	Does not meet pass criteria.	Demonstrate business forecasting and modelling in express delivery generating a financial plan.	Show use of a range of forecasting tools.

	Element of Standard	Fail	Pass	Distinction
Safety	(S22) Comply with regulations relating to the movement and handling of items, handling goods correctly using lifting and other equipment where appropriate. Manage operations to ensure that appropriate daily equipment or vehicle checks are carried out and rectification of reported faults takes place.	Does not meet pass criteria.	Show compliance with regulations relating to the movement and handling of items and goods from the hazardous to the perishable, goods handling and lifting using appropriate equipment. Detail carrying out of sortation equipment and vehicle checks in the LSP operation. Describe how to implement and carry out such checks and reporting. Detail how rectification takes place.	Detail an example of repetitive fault reports.
Contingencies	(S23) Apply dynamic risk assessment principles tosortation and delivery services. Apply methods to ensure business continuity; create a business continuity plan.	Does not meet pass criteria.	Apply dynamic risk assessment principles to identify and show gain, loss or breakeven in the client chain. Identify dynamic risks that impact on bandwidth in the delivery network. Implement methods as part of a business continuity plan that reduces risk and ensures the infrastructure of the LSP.	Prioritise a range of risks to continuity.
	(S24) Adapt business processes to both short term and long term changes in the external business environment.	Does not meet pass criteria.	Demonstrate how they adapt business processes to short term changes such as peak periods like Black Friday or Cyber Monday and long term changes such as the evolving shift of express numbers from bricks and mortar to e-retail.	Give examples for peaks for different goods. Show not all peaks are cross-sector.