

# Transport Management System Competency Framework

	Basic (e.g. A low level Transport Officer with a small operation covering perhaps only 3 or 4 vehicles)		Advanced (e.g. A high level Transport Manager responsible for multiple operations and possibly up to thousands of vehicles)	
	Theory	Practice	Theory	Practice
<b>Situational Analysis</b>	<ul style="list-style-type: none"> <li>Understands the purpose of a situational analysis;</li> </ul>	<ul style="list-style-type: none"> <li>Can plan and implement a situational analysis including;               <ol style="list-style-type: none"> <li>The external context in which the department/organisation is operating</li> <li>Current structure (geographical, organisational and authorisation)</li> <li>Current fleet</li> <li>Current policy regarding transport</li> <li>Current transport management systems/processes</li> <li>Budget considerations?</li> </ol> </li> </ul>		<ul style="list-style-type: none"> <li>Can advocate the need for a situational analysis to senior managers;</li> <li>Can analyze data from and report on a situational analysis;</li> </ul>
<b>Policy</b>	<ul style="list-style-type: none"> <li>Can explain why the development and reviewing of policies is important for implementing a TMS;</li> </ul>	<ul style="list-style-type: none"> <li>Can develop a basic transport policy;</li> </ul>	<ul style="list-style-type: none"> <li>Can identify policy issues in need of change and recommend specific changes.</li> </ul>	<ul style="list-style-type: none"> <li>Can develop and implement a comprehensive transport policy in collaboration with stakeholders;</li> </ul>
<b>Operational Management</b>	<ul style="list-style-type: none"> <li>Understands basic personnel tasks and roles involved in operational management including;               <ul style="list-style-type: none"> <li>Creating, updating, and publishing the Vehicle Inventory</li> <li>Develop Period Transport Plans and Schedules</li> <li>Receiving and checking Trip Authorities</li> <li>Comparing actual movements with schedules</li> <li>Completion of the Vehicle Check Sheet</li> <li>Management of vehicle keys, fuel cards, vehicle equipment and safety equipment</li> <li>Updating vehicle documents, road taxes, etc.</li> <li>Checking the validity of drivers' licenses</li> <li>Receiving Accident/Incident Reports from Vehicle Operators</li> <li>Following up accidents and incidents</li> <li>Raising awareness about transport issues</li> <li>Analyzing log sheet data</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Can use the appropriate forms to collect management information;</li> <li>Can implement standard operating procedures (SOPs);</li> </ul>	<ul style="list-style-type: none"> <li>Understands the many responsibilities of a transport manager including more complex tasks such as;               <ul style="list-style-type: none"> <li>Vehicle routing</li> <li>Load planning</li> <li>Network design</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Can manage transport planning, vehicle distribution and returns, and fuel supply;</li> <li>Can manage key routine operational tasks;</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Understands why financial management is important for TMS in health service delivery;</li> <li>Understands the link between financial management and other components of TMS;</li> </ul>	<ul style="list-style-type: none"> <li>Can calculate financial indicators such as maintenance cost per KM, running cost per KM and depreciation;</li> </ul>	<ul style="list-style-type: none"> <li>Understands the principles behind using a trading account and calculating the best economic point of replacement for a vehicle;</li> </ul>	<ul style="list-style-type: none"> <li>Can accurately determine budgets that will control transport costs;</li> <li>Can use a trading account to pay for transport costs more effectively.</li> <li>Can work out the best economic point of replacement for a vehicle;</li> </ul>
<b>Fleet Management</b>	<ul style="list-style-type: none"> <li>Understands the importance of regularly planned vehicle maintenance;</li> </ul>	<ul style="list-style-type: none"> <li>Can use and develop key maintenance schedules;</li> <li>Can improve the use of a fleet and prolong its working life;</li> <li>Can identify basic operational and technical specifications to choose the best vehicles for a fleet;</li> </ul>		<ul style="list-style-type: none"> <li>Can manage maintenance activities and the personnel responsible for them; and</li> <li>Can safely, effectively, and efficiently manage the distribution and delivery of supplies.</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Understands the relationship between transport management and human resource development;</li> <li>Understands the link between essential human resource management issues to the development of an overall transport management policy.</li> </ul>	<ul style="list-style-type: none"> <li>Can create an organizational chart, specifications, and job descriptions for the staff in your transport structure;</li> <li>Can execute a recruitment process;</li> <li>Can describe key human resource development processes to help develop and retain a transport workforce;</li> </ul>		
<b>Health and Safety</b>	<ul style="list-style-type: none"> <li>Understand how to identify key health and safety concerns for transport management;</li> </ul>	<ul style="list-style-type: none"> <li>Can monitor and improve health and safety in the transport department;</li> </ul>	<ul style="list-style-type: none"> <li>Can understand appropriate insurance coverage;</li> </ul>	<ul style="list-style-type: none"> <li>Can manage accidents and incidents;</li> </ul>
<b>Monitoring and Assessment of Performance</b>	<ul style="list-style-type: none"> <li>Understands Key Performance Indicators including;               <ol style="list-style-type: none"> <li>Fuel Consumption</li> <li>Vehicle Availability</li> <li>Vehicle Utilisation</li> <li>Running Cost per KM</li> <li>Safety</li> <li>Needs satisfaction</li> <li>Truck fill (by volume and weight)</li> <li>On-time delivery</li> <li>Damages</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Can collect data and calculate Key Performance Indicators;</li> </ul>	<ul style="list-style-type: none"> <li>Understands how to present, interpret, compare, and use KPIs for improving decision making;</li> </ul>	<ul style="list-style-type: none"> <li>Can present Key Performance Indicators in reports and presentations;</li> <li>Can make sound judgements and strategic decisions based on Key Performance Indicator reports;</li> </ul>