

NATIONAL OCCUPATIONAL STANDARD FOR TRANSPORTANT



NOS.T.01
FIRST EDITION

APPROVING AUTHORITY

This National Occupational Standard (NOS) has been prepared and published under the authority of the Zambia Qualifications Authority Board on 16th May, 2024.

ZAMBIA QUALIFICATIONS AUTHORITY

The Zambia Qualifications Authority (ZAQA) Act No. 13 of 2011 was enacted by the Government of the Republic of Zambia to ***“provide for the development and implementation of a national qualifications framework; establish the Zambia Qualifications Authority; provide for the registration and accreditation of qualifications; provide measures to ensure that standards and registered qualifications are internationally comparable; and provide for matters connected with, or incidental to the foregoing”***. Among other functions, ZAQA is responsible for ***determining national standards for any occupation***, through the various sector specific National Occupational Standards Development Teams (NOSDTs).

REVISION OF NATIONAL OCCUPATIONAL STANDARDS

National Occupational Standards (NOS) shall be revised every 5 years, or whenever it is deemed necessary, by the issuance of either amendments or revised editions. It is important that users of the NOS ascertain that they are in possession of the latest amendments or editions.

NOS DEVELOPMENT TEAM RESPONSIBLE

This National Occupational Standard was prepared by the Transport NOSDT, upon which the following organisations were represented:

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2. Driving Schools Association of Zambia (DSAZ)
3. National Airports Corporation Limited (NACL)
4. Road Transport and Safety Agency (RTSA)
5. University of Africa (UoA)
6. Zambia Air Services Training Institute (ZASTI)
7. Zambia Chartered Institute for Logistics and Transport (ZCILT)
8. Bus and Taxis Owners Association of Zambia (BTOAZ)
9. Zambia School of Driving (ZSD)

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FOREWORD

The Zambia Qualifications Authority (ZAQA) is a statutory body under the Ministry of Education established by ZAQA Act No. 13 of 2011 to ***“provide for the development and implementation of a national qualifications framework; provide measures to ensure that standards and registered qualifications are internationally comparable; and provide for matters connected with, or incidental to the foregoing”***.

Among other functions, ZAQA is responsible for ***“determining national standards for any occupation”***, through the various sector specific National Occupational Standards Development Teams (NOSDTs) with experts composed of representation from the appropriate authorities, government departments, consumer associations, regulators, industry, academia, and non-governmental organisations, etc.

This National Occupational Standard (NOS) has been developed by the Transport National Occupational Standards Development Team in accordance with the laid down procedures and guidelines of ZAQA. All users should ensure that they have the latest edition of this publication as the NOS are revised from time to time.

This NOS shall be used by, among others, industry, employers, quality assurance bodies, awarding and professional bodies, and education and training institutions, as a benchmark to identify training needs, develop job profiles/descriptions, develop curricula, and learning programmes in various sectors where the occupation exists. In the Transport sector, demonstration of competence against this NOS may be required in order to run a business or practice a craft or profession.

JUSTIFICATION

A Transportant is critical in ensuring the smooth operations of transportation systems. His/her role is to plan, organise, and direct the movement and transportation of goods and people from one location to another—choosing the most efficient modes of transport, and ensuring all the transport activities are carried out within budget and according to schedule.

This NOS highlights the core knowledge, skills, competences, and personal attributes that Transportants must possess to be successful in their jobs.

ACRONYMS AND ABBREVIATIONS

CS	Core Skills
K	Knowledge and Understanding
NOS	National Occupational Standard
NOSDT	National Occupational Standards Development Team
OK	Organisational Knowledge
PC	Performance Criteria
PS	Professional Skills
RK	Regulatory Knowledge
RPL	Recognition of Prior Learning
T	Transportant
TK	Technical Knowledge
ZAQA	Zambia Qualifications Authority
ZQF	Zambia Qualifications Framework

GLOSSARY OF TERMS

For the purposes of this NOS, the following terms and definitions shall apply:

Core Skills/Generic Skills: are a group of skills that are key to learning and working in today's world. These skills are typically needed in any work environment. In the context of the NOS, these include communication related skills that are applicable to most job roles.

Disability: is the physical or mental impairment that substantially limits one or more major life activities.

Function: is an activity necessary for achieving the key purpose of the sector, occupation or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of the NOS.

Job Title: defines a unique set of functions that together form a unique employment opportunity in an organisation.

Knowledge and Understanding: are statements, which together specify the technical, generic, professional, and organisational specific knowledge that an individual needs in order to perform to the required standard.

National Occupational Standards (NOS): are statements of the standards of performance individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding. They are precise descriptions of what an individual is expected to be able to do in his/her work role.

National Occupational Standards (NOS) Code: is a unique reference code that identifies a NOS.

National Occupational Standards Development Team (NOSDT): means an established group of national stakeholders/experts responsible for the development of National Occupational Standards within a specific economic sector or occupation.

Occupation: is a set of job roles, which perform similar/related set of functions in an industry.

Organisational Context: includes the way the organisation is structured and how it operates, including the extent of operative knowledge that managers have in their relevant areas of responsibility.

Performance Criteria: are statements that together specify the standard of performance required when carrying out a task.

Scope: is the set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on the quality of performance required.

Sector: is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy, whose components share similar characteristics and interests.

Sub Sector: is derived from a further breakdown based on the characteristics and interests of its components.

Technical Knowledge: is the specific knowledge needed to accomplish specific designated responsibilities.

Unit Title: gives a clear overall statement about what the incumbent should be able to do.

Elements: set out competences the incumbent should possess to carry out the day-to-day activities.

1. OVERVIEW

This is an introductory section providing a summary and specific information or commentary about the content of the NOS, the targeted sector and occupation to help the user judge whether it is relevant to them.

NOS Code	NOS.T.01
Occupation	Transportation
Job Title	Transportant
Job Description	A Transportant ensures the smooth running of transport services by maintaining vehicles, as well as allocating of staff and vehicles to provide optimal services through planning, managing, administrating, and controlling resources.
Job Purpose	A Transportant can work in a variety of industries and would be responsible for managing transport organisation, vehicle fleet management, staff transport management, transport operations, and occupational health and safety.
ZQF Level	7
Sector	Transport and Logistics
Sub sector	Transport
Other Economic Sector(s) in which the Occupation is Practiced	Aviation/Aerospace, Railway, Government ministries, Agencies, Inland Waterways, Maritime, etc.
Other Similar Jobs that can be Performed in the Occupation	Transportation Management in Rail, Air, Inland Waterways and Maritime, Supply Chain Management, Route Optimisation, Fleet Management, Inventory Management, Freight Brokerage, Last-Mile Delivery, Distribution, Logistics Management.
Minimum Educational Job Entry Qualification(s)	Bachelor's Degree or equivalent in Transportation Management.
Practicing License Requirements (if any)	Member of Zambia Chartered Institute of Logistics and Transport
Training/RPL	<ol style="list-style-type: none"> 1. Awareness of the industry standards, and rules and regulations, and their application. 2. Use of transport ICTs (internet, computer packages, email, computer software and hardware, etc.). 3. Quality enhancement methods. 4. First Aid training. 5. Safety and health training.
Minimum Job Entry Age	21 years
Prior Experience (Suggested)	No experience needed
Performance Criteria	As described in the Units under Section 4

2. SCOPE

This NOS specifies the fundamental knowledge and understanding, skills and competences, and personal attributes that Transportants must possess to be successful in their jobs.

3. PERSONAL ATTRIBUTES (VALUES, ETHICS AND ATTITUDES)

This job requires an individual to possess: strong work ethics, attention to detail, reliability, punctuality, excellent communication skills, problem-solving abilities, honesty, integrity, and respect for others. An individual should also have a positive attitude towards work, be able to work independently or as part of a team, be safety-conscious, and have a customer-focused approach to service delivery. They must be willing to learn and adapt to changes in the transportation industry, and be committed to continuous professional development.

4. UNITS AND ELEMENTS

This National Occupational Standard is divided into 5 Units, representing the tasks that a jobholder should undertake in his/her day-to-day work. Each unit is further broken down into elements depicting the number of activities to be carried out for the successful execution of a particular task.

UNIT 1 [This Unit covers the skills and knowledge required by a Transportant in managing transport organisation]

Unit No.	01
Unit Title	Manage Transport Organisation
Description	This Unit describes the skills and knowledge required by a Transportant in planning and managing transport business resources (manpower, financial resources) and suppliers.
Scope	<p>This Unit covers the following:</p> <ul style="list-style-type: none"> • Planning transport business resources and activities. • Managing transport business resources. • Developing policies, procedures, and processes. • Planning routes and schedules. • Computing loading requirements to identify types of vehicles required.
Performance Criteria (PC) with respect to the Scope	
Element	Performance Criteria (PC)
Planning Transport Business Resources and Activities	<p>To be competent, the individual must be able to:</p> <p>PC1. Develop strategies for operating, maintaining, managing, and financing areas of the transportation system.</p> <p>PC2. Forecast transport demands and supply to predict future transport patterns.</p> <p>PC3. Prepare transportation budgets and human resource plans.</p> <p>PC4. Plan supply chain activities, routes, and schedules.</p> <p>PC5. Prepare freight consolidation plans.</p>
Managing Transport Business Resources	<p>To be competent, the individual must be able to manage:</p> <p>PC6. Human resource plans.</p> <p>PC7. Transportation budgets.</p> <p>PC8. Supply chain activities.</p> <p>PC9. Routes and schedules.</p> <p>PC10. Freight consolidation plans.</p>
Developing Policies, Procedures, and Processes	<p>To be competent, the individual must be able to:</p> <p>PC11. Develop relevant policies, procedures, and processes that apply to the job roles and responsibilities for the Transportants.</p> <p>PC12. Communicate with team members and relevant stakeholders to ensure they are aware of the policies, procedures, and processes, and that they understand their obligations.</p> <p>PC13. Implement and adhere to the policies, procedures, and processes relevant to the job role and work activities.</p> <p>PC14. Monitor and evaluate the effectiveness of policies, procedures, and processes, and identify any areas for improvement.</p>

	<p>PC15. Ensure policies, procedures, and processes are applied consistently and fairly to all relevant parties.</p> <p>PC16. Identify and report any breaches of policies, procedures, and processes to relevant stakeholders and take appropriate action.</p> <p>PC17. Maintain accurate and up-to-date records of policies, procedures, and processes compliance, and provide reports to relevant stakeholders as required.</p> <p>PC18. Review policies, procedures, and processes for improvements.</p> <p>PC19. Ensure any changes to policies, procedures, and processes are communicated to team members and relevant stakeholders and implemented effectively.</p>
Planning Routes and Schedules	<p>To be competent, the individual must be able to:</p> <p>PC20. Plan routes and schedules, and ensure routes optimisation.</p> <p>PC21. Implement transport schedules.</p> <p>PC22. Carry out site consolidations.</p> <p>PC23. Explain offsite consolidations.</p> <p>PC24. Adhere to on-time delivery and cost efficiency.</p> <p>PC25. Ensure effective resource utilisation.</p>
Computing Loading Requirements to Identify Types of Vehicles Required	<p>To be competent, the individual must be able to:</p> <p>PC26. Calculate the total weight of the goods or cargo (in case of passenger transport, determine the number of passengers).</p> <p>PC27. Determine the dimensions of the cargo (measure the length, width, and height) to determine the vehicle space required.</p> <p>PC28. Evaluate distance to be travelled to match vehicle fuel tank capacity.</p> <p>PC29. Determine any specific requirements for regulations depending on the nature of the goods.</p> <p>PC30. Determine vehicle capacity and specifications (e.g. weight).</p> <p>PC31. Determine optimal transportation costs.</p>
Knowledge and Understanding (K)	
A. Organisational Context (knowledge of the company/organisation and its processes)	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. Organisation policies, procedures, and processes.</p> <p>OK2. Organisation policies on documentation, reporting etc.</p> <p>OK3. Company's code of conduct.</p> <p>OK4. Knowledge of procurement and disposal.</p> <p>OK5. Company's service level agreements and policies.</p> <p>OK6. Organisation structure and typical customer profiles.</p>

<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> TK1. Logistics and transport management. TK2. Supply chain management. TK3. Load management. TK4. Contract management. TK5. Project management. TK6. Human resource management. TK7. Financial management. TK8. Business management/administration. TK9. Basic vehicle mechanics. TK10. Transportation regulations. TK11. Route planning and optimisation. TK12. Fleet management systems. TK13. Fuel efficiency and emission control. TK14. Safety and risk management. TK15. Supply chain management. TK16. Technology and automation, i.e., vehicle tracking and security. TK17. Transport planning, policies, and economics.
<p>C. Regulatory Context (knowledge of rules and regulations)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> RK1. Road Traffic Act, Public Roads Act, and National Road Fund Act. RK2. SADC protocols on transport. RK3. Highway Code. RK4. Cross-border regulations. RK5. Road traffic regulations. RK6. Employment Act. RK7. Occupational health and safety regulations. RK8. Any other relevant legislation.
<p>Skills (S)</p>	
<p>A. Core Skills/ Generic Skills</p>	<p style="background-color: #ffe0b2;">Writing Skills</p> <p>The individual on the job must be able to:</p> <ul style="list-style-type: none"> CS1. Write in English and be able to, or have the means to, give simple instructions in the local language used at the site. CS2. Prepare and provide clear and simple instructions, details, and sketches to co-workers. CS3. Prepare work plans and budgets. CS4. Prepare vehicle maintenance and repair records. CS5. Fill up driver logs and write trip reports. CS6. Maintain fuel consumption and expense records. CS7. Prepare insurance and registration documents. CS8. Prepare dispatch orders and delivery receipts. CS9. Maintain records of bills of lading and waybills. CS10. Prepare customs documents for cross-border transportation.

	<p>CS11. Prepare safety and compliance records and certifications.</p> <p>CS12. Prepare employee records and payroll for drivers and support staff.</p>
	<p>Reading Skills</p> <p>The individual on the job must be able to:</p> <p>CS13. Read English and be able to, or have the means to, give simple instructions in the local language commonly used in the organisation.</p> <p>CS14. Understand and interpret complex regulations, policies, and procedures to ensure compliance, and maintain safe and efficient transportation operations.</p> <p>CS15. Read and digest important information, such as emails, reports, and industry news.</p> <p>CS16. Understand the nuances of regulations and contracts.</p> <p>CS17. Identify potential safety hazards or operational inefficiencies.</p> <p>CS18. Analyse and interpret to make informed decisions and solve problems that can arise in the transportation industry.</p> <p>CS19. Have strong vocabulary in order to communicate effectively with colleagues, customers, and regulatory authorities.</p>
	<p>Oral Communication (Listening and Speaking skills)</p> <p>The individual on the job must be able to:</p> <p>CS20. Listen attentively and interpret communication/ instructions from the supervisor and other co-workers.</p> <p>CS21. Convey information clearly and concisely to co-workers</p> <p>CS22. Adapt communication styles to suit the needs of the audience, using simple language or providing additional explanations, when necessary, as the transport manager may have to communicate with individuals from different backgrounds and levels of knowledge.</p> <p>CS23. Facilitate open and collaborative communication by actively engaging with team members by asking questions, seeking clarification, and encouraging feedback.</p> <p>CS24. Maintain respectful and professional tone during challenging discussions.</p>
	<p>B. Professional Skills</p> <p>Decision-Making</p> <p>The individual on the job must be able to:</p> <p>PS1. Determine and report to the superior whether the working space is safe for operating.</p> <p>PS2. Apply problem-solving skills in transportation.</p> <p>PS3. Demonstrate emotional intelligence in transport management to positively impact relationships, communication, and overall team dynamics.</p> <p>PS4. Demonstrate strong communication skills in transport management.</p>

	<p>PS5. Demonstrate active listening skills.</p> <p>PS6. Employ change management skills.</p> <p>PS7. Exhibit problem-solving sensitivity skills.</p> <p>PS8. Assess and manage risks associated with transport operations.</p> <p>PS9. Think strategically and plan for long-term success of transportation operations.</p>
	<p>Plan and Organise</p>
	<p>The individual on the job should be able to:</p> <p>PS10. Plan work and organise required resources in coordination with team members and superiors.</p> <p>PS11. Demonstrate teamwork and forecasting skills, and creativity.</p> <p>PS12. Plan optimal routes for transporting goods or passengers.</p> <p>PS13. Allocate resources effectively to ensure smooth transportation operations.</p> <p>PS14. Manage transportation budgets (planning and estimating costs for fuel, maintenance, vehicle purchases or leases, licensing fees, and other operational expenses).</p> <p>PS15. Monitor costs and implement strategies to control expenses.</p> <p>PS16. Ensure compliance with all relevant transportation regulations and standards.</p> <p>PS17. Organise and coordinate regular vehicle maintenance and inspections.</p> <p>PS18. Coordinate with various stakeholders, including drivers, customers, suppliers, and regulatory agencies.</p> <p>PS19. Manage potential risks to transportation operations, including, assessing risks related to accidents, theft, delays or disruptions in supply chains.</p> <p>PS20. Monitor and analyse key performance indicators (KPIs).</p>
	<p>Customer Centricity</p>
	<p>The individual on the job should be able to:</p> <p>PS21. Manage relationships with customers with intent to satisfying their project requirements.</p> <p>PS22. Demonstrate strong communication skills.</p> <p>PS23. Apply change management and demonstrate organisation skills.</p> <p>PS24. Apply business sense.</p> <p>PS25. Resolve issues, respond to customer inquiries, concerns, and complaints.</p> <p>PS26. Apply strong conflict resolution skills to handle disagreements over delivery schedules and service quality.</p> <p>PS27. Ensure attention to detail for accurate and error free customer service.</p> <p>PS28. Ensure flexibility and adaptability to changing customer needs and preferences.</p>

	Problem Solving
	<p>The individual on the job should be able to:</p> <p>PS29. Resolve any conflicts within the team. PS30. Demonstrate open-mindedness skills. PS31. Apply creativity. PS32. Demonstrate decision-making skills and logical reasoning. PS33. Employ troubleshooting and deductive reasoning. PS34. Apply interpretation skills. PS35. Resolve supply chain disruptions. PS36. Apply cost reduction measures. PS37. Develop alternative routes and delivery schedules to deal with traffic congestion and road closures. PS38. Ensure vehicle breakdowns and delays are minimised through timely maintenance and repairs. PS39. Manage driver schedules and resolve any arising conflicts or issues.</p>
	Analytical Thinking
	<p>The individual on the job should be able to:</p> <p>PS40. Analyse transportation problems and convey to the superior and develop effective solutions. PS41. Practice creative thinking. PS42. Employ brainstorming skills. PS43. Analyse data related to transportation operations, such as route performance, delivery times, fuel consumption, costs, patterns, trends, and areas for improvement. PS44. Analyse historical data and market trends to forecast future transport demands. PS45. Conduct cost-benefit analyses to evaluate the financial impact of transportation decisions. PS46. Develop and analyse KPIs to measure the performance of transportation operations. PS47. Evaluate and select appropriate technologies and tools to enhance transportation operations.</p>
	Critical Thinking
	<p>The individual on the job should be able to:</p> <p>PS48. Identify and deal with or report violation of any safety norms which may lead to accidents. PS49. Employ deductive reasoning. PS50. Demonstrate open-mindedness. PS51. Evaluate transportation issues and identify the underlying causes. PS52. Consider various options and evaluate their potential outcomes by weighing the pros and cons; assessing risks, and making informed decisions that align with organisational goals and priorities. PS53. Assess potential risks and anticipate their implications on transportation operations.</p>

	<p>PS54. Apply logical reasoning and creative thinking to find solutions to complex transportation problems.</p> <p>PS55. Engage in critical discussions with stakeholders, such as drivers, suppliers, and customers.</p> <p>PS56. Assess the ethical implications of choices; consider the well-being of employees and communities, and ensure compliance with regulations.</p>
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UNIT 2 [This Unit covers the skills and knowledge required by a Transportant in managing a vehicle fleet]

Unit No.	02
Unit Title	Managing a Vehicle Fleet
Description	This Unit describes the skills and knowledge required by a Transportant in demonstrating responsibility for overseeing and managing a company's vehicle fleet to ensure efficient and cost-effectiveness of transport operations.
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Procurement and disposal. • Vehicle maintenance. • Budget management. • Driver safety and training. • Fleet analytics and reporting. • Compliance and regulations.
Performance Criteria (PC) with respect to the Scope	
Element	Performance Criteria (PC)
Procurement and Disposal	To be competent, the individual must be able to: PC1. Negotiate with suppliers. PC2. Arrange for vehicle leases or purchases. PC3. Handle the sale or disposal of retired vehicles.
Vehicle Maintenance	To be competent, the individual must be able to: PC4. Schedule regular maintenance. PC5. Conduct vehicle inspections. PC6. Ensure fuel efficiency. PC7. Conduct regular inspections (safety). PC8. Ensure cost-effectiveness. PC9. Manage environmental impact.
Budget Management	To be competent, the individual must be able to: PC10. Forecast costs. PC11. Manage tracking expenses. PC12. Identify opportunities for cost saving.
Driver Safety and Training	To be competent, the individual must be able to: PC13. Ensure all drivers in the fleet are properly trained, licensed, and adhere to safety regulations. PC14. Organise training programmes. PC15. Maintain driver records. PC16. Implement safety policies and procedures.
Fleet Analytics and Reporting	To be competent, the individual must be able to: PC17. Collect and analyse data related to vehicle performance. PC18. Generate reports to monitor fleet efficiency and apply data-driven decisions. PC19. Maintain costs, fuel, and other relevant matrices.

<p>Compliance and Regulations</p>	<p>To be competent, the individual must be able to:</p> <p>PC20. Acquaint him/herself with local and international regulations related to vehicle safety, emissions, and licensing.</p> <p>PC21. Ensure fleet operations comply with legal requirements.</p> <p>PC22. Maintain necessary permits and licenses.</p>
<p>Knowledge and Understanding (K)</p>	
<p>A. Organisational Context (knowledge of the company/organisation and its processes)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. Legislation, standards, policies, and procedures followed in the company.</p> <p>OK2. Vehicle fleet maintenance.</p> <p>OK3. Organisation policies on documentation, reporting, etc.</p> <p>OK4. Company's code of conduct.</p> <p>OK5. Knowledge of procurement and disposal.</p> <p>OK6. Company's service level agreements and policies.</p> <p>OK7. Organisation structure and typical customer profiles.</p>
<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate technical knowledge and understanding of:</p> <p>TK1. Vehicle specifications.</p> <p>TK2. Maintenance and repairs.</p> <p>TK3. Fuel management.</p> <p>TK4. Telematics and fleet management systems.</p> <p>TK5. Vehicle safety.</p> <p>TK6. Insurance and legal compliance.</p> <p>TK7. Environmental regulations.</p> <p>TK8. Emerging technologies.</p>
<p>C. Regulatory Context (knowledge of rules and regulations)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>RK1. Road Traffic Act, Public Roads Act, and National Road Fund Act.</p> <p>RK2. SADC protocols on transport.</p> <p>RK3. Highway Code.</p> <p>RK4. Cross-border regulations.</p> <p>RK5. Road traffic regulations.</p> <p>RK6. Employment Act.</p> <p>RK7. Occupational health and safety regulations.</p> <p>RK8. Vehicle registration and licensing.</p> <p>RK9. Driver licensing and qualifications.</p> <p>RK10. Insurance requirements.</p> <p>RK11. Emissions and environmental regulations.</p> <p>RK12. Hours of service and fatigue management.</p> <p>RK13. Data protection and privacy.</p> <p>RK14. Tax and financial regulations.</p> <p>RK15. Fleet safety management guide.</p> <p>RK16. Any other relevant legislation.</p>

Skills (S)	
A. Core Skills/ Generic Skills	Writing Skills
	The individual on the job must be able to: CS1. Write in English and be able to, or have the means to, give simple instructions in the local language used at the site. CS2. Prepare and provide clear and simple instructions, details, and sketches to co-workers. CS3. Prepare reports and documentation. CS4. Prepare work plans and budgets. CS5. Prepare proposals and presentations. CS6. Prepare training materials. CS7. Send emails and other correspondence. CS8. Communicate with stakeholders. CS9. Develop policies and procedures. CS10. Prepare compliance and legal documentation.
	Reading Skills
	The individual on the job must be able to: CS11. Read and analyse data and reports. CS12. Read and interpret sketches, drawings or instructions provided for the required work. CS13. Review and assess training manuals, training materials and guidelines for drivers and employees. CS14. Evaluate insurance policies to ensure appropriate coverage for fleet.
B. Professional Skills	Oral Communication (Listening and Speaking skills)
	The individual on the job must be able to: CS15. Listen attentively and interpret communication/ instructions from the supervisor and other co-workers. CS16. Provide clear and concise instructions to drivers and other employees. CS17. Engage in meetings and discussions with team members, drivers, suppliers, and other stakeholders. CS18. Conduct training and feedback to drivers on their performance, safety practices, and adherence to fleet policies.
B. Professional Skills	Decision-Making
	The individual on the job must be able to: PS1. Determine and report to the superior whether the working space is safe for operating. PS2. Detect problems in day-to-day tasks. PS3. Demonstrate emotional intelligence. PS4. Demonstrate strong communication skills. PS5. Demonstrate active listening skills. PS6. Employ change management skills. PS7. Make decisions in emergency situations.

	Plan and Organise
	The individual on the job should be able to: PS8. Plan work and organise required resources in coordination with team members and superiors. PS9. Demonstrate teamwork and forecasting skills, and creativity.
	Customer Centricity
	The individual on the job should be able to: PS10. Manage relationships with customers with intent to satisfying their project requirements. PS11. Demonstrate strong communication skills. PS12. Apply change management skills. PS13. Demonstrate organisation skills. PS14. Apply business sense.
	Problem Solving
	The individual on the job should be able to: PS16. Resolve any conflicts within the team. PS17. Demonstrate open-minded skills. PS18. Ensure creativity and innovation. PS19. Demonstrate decision-making skills and logical reasoning. PS20. Employ troubleshooting and deductive reasoning. PS21. Apply interpretation skills.
	Analytical Thinking
The individual on the job should be able to: PS22. Analyse and convey to the superior and carry out remedial action PS23. Practice creative thinking. PS24. Employ brainstorming skills. PS25. Analyse various data sets related to vehicle performance, fuel consumption, maintenance records, and other matrices. PS26. Identify and define problems or challenges within the fleet by critically examining data, feedback, and observations.	
Critical Thinking	
The individual on the job should be able to: PS27. Identify and deal with or report violation of any safety norms which may lead to accidents. PS28. Demonstrate open-mindedness. PS29. Evaluate critically different options and make decisions based on the available information.	

UNIT 3 [This Unit covers the skills and knowledge required by a Transportant in managing drivers and crew]

Unit No.	03
Unit Title	Managing Drivers and Crew
Description	This Unit describes the skills and knowledge required by a Transportant in demonstrating responsibility for overseeing a team of drivers and crew to ensure smooth and efficient transport operations.
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Driver supervision. • Route planning and optimisation. • Driver safety and compliance. • Performance monitoring and improvement. • Customer service. • Communication and coordination.
Performance Criteria (PC) with respect to the Scope	
Element	Performance Criteria (PC)
Driver Supervision	To be competent, the individual must be able to: <p>PC1. Recruit and retain drivers.</p> <p>PC2. Arrange training and development for drivers.</p> <p>PC3. Monitor driver performance and conduct regular evaluations.</p> <p>PC4. Apply communication skills, and provide timely and constructive feedback to drivers and crew.</p> <p>PC5. Foster a culture of safety among drivers and crew.</p> <p>PC6. Ensure driver performance meets customer expectations.</p> <p>PC7. Ensure optimisation of driver resources and minimise costs.</p>
Route Planning and Optimisation	To be competent, the individual must be able to: <p>PC8. Ensure efficiency in planning routes and optimising time.</p> <p>PC9. Ensure timeliness on delivery deadlines and schedules.</p> <p>PC10. Ensure cost effectiveness of routes to minimise journey expenses.</p> <p>PC11. Ensure precise directions and accurate addresses.</p> <p>PC12. Apply adaptability to route adjustment.</p> <p>PC13. Integrate technology in route planning.</p> <p>PC14. Analyse route data and propose areas of improvement.</p>
Driver Safety and Compliance	To be competent, the individual must be able to: <p>PC15. Ensure drivers are aware of, and fully comply with, all relevant safety regulations and laws.</p> <p>PC16. Develop and implement policies and procedures to promote driver safety and compliance.</p> <p>PC17. Provide drivers with appropriate training and development opportunities to ensure they have the</p>

	<p>necessary knowledge and skills to comply with safety regulations and laws.</p> <p>PC18. Monitor driver compliance with safety regulations and laws, and take appropriate action to address any breaches.</p> <p>PC19. Review and update driver safety policies and procedures regularly to ensure they are up to date and effective.</p> <p>PC20. Ensure vehicles are properly maintained and serviced to maximise driver safety and compliance.</p> <p>PC21. Provide drivers with appropriate safety equipment and ensure they use it correctly.</p> <p>PC22. Monitor and manage driver fatigue to ensure drivers are not overworked or overtired.</p> <p>PC23. Engage other stakeholders, such as regulatory authorities and industry bodies, to promote driver safety and compliance across the transport industry.</p> <p>PC24. Ensure continuous improvement of driver safety policies and procedures to ensure the highest level of safety for all stakeholders in the transport industry.</p>
<p>Performance Monitoring and Improvement</p>	<p>To be competent, the individual must be able to:</p> <p>PC25. Develop and implement performance monitoring systems to measure and track KPIs.</p> <p>PC26. Review performance data regularly to identify areas for improvement, and take appropriate action to address any issues.</p> <p>PC27. Ensure all employees are aware of the performance monitoring systems and understand their responsibilities in relation to them.</p> <p>PC28. Provide appropriate training and development opportunities to ensure all employees have the necessary knowledge and skills to use the performance monitoring systems effectively.</p> <p>PC29. Ensure to work with other stakeholders, such as regulatory authorities and industry bodies, to benchmark performance against industry best practices.</p> <p>PC30. Provide clear targets and objectives for performance improvement and communicate these to all relevant stakeholders.</p> <p>PC31. Develop and implement improvement plans to address identified performance issues.</p> <p>PC32. Monitor progress against improvement plans and take corrective action where necessary.</p> <p>PC33. Provide regular feedback to employees on their performance, and provide opportunities for them to contribute to the improvement process.</p> <p>PC34. Ensure continuous improvement of performance monitoring to achieve the highest level of performance for all stakeholders in the transport industry.</p>

<p>Customer Service</p>	<p>To be competent, the individual must be able to:</p> <p>PC35. Understand customer needs and expectations, and develop customer service policies and procedures that meet their needs and expectations.</p> <p>PC36. Train all employees in customer service skills and ensure they understand their responsibilities in relation to customer service.</p> <p>PC37. Monitor customer satisfaction levels and take appropriate action to address any issues arising.</p> <p>PC38. Provide timely and accurate information to customers, including information about services, products, pricing, and policies.</p> <p>PC39. Attend to customer complaints and enquiries in a professional, timely, and courteous manner.</p> <p>PC40. Develop and implement processes for managing customer feedback and using it to improve customer service.</p> <p>PC41. Engage stakeholders, such as regulatory authorities and industry bodies, to benchmark customer service against industry best practices.</p> <p>PC42. Ensure clear targets and objectives for customer service, and regularly review progress against such targets.</p> <p>PC43. Ensure continuous improvements for customer service policies and procedures for the highest level of customer satisfaction.</p> <p>PC44. Promote a culture of customer service excellence across the organisation.</p>
<p>Communication and Coordination</p>	<p>To be competent, the individual must be able to:</p> <p>PC45. Maintain clear and open lines of communication with all parties involved in the project or task, including team members, stakeholders, and external partners.</p> <p>PC46. Provide timely and accurate information to relevant parties, including updates on progress, changes in project scope or timelines, and potential risks or challenges.</p> <p>PC47. Use appropriate communication channels and tools based on the needs of the project or task, including email, phone calls, video conferencing, and project management software.</p> <p>PC48. Demonstrate active listening skills when communicating with others; soliciting feedback, and clarifying information as needed.</p> <p>PC49. Ensure effective collaboration with team members and stakeholders to establish goals, roles, and responsibilities.</p> <p>PC50. Promote open communication and feedback among team members, creating a culture of transparency and trust.</p>

	<p>PC51. Ensure prompt responses and professional communication from others, including emails, phone calls, and messaging.</p> <p>PC52. Promote effective coordination effectively with other teams or departments involved in the project or task, ensuring all parties are aligned and working towards a common goal.</p> <p>PC53. Anticipate potential communication or coordination challenges, and proactively develop solutions to address them.</p> <p>PC54. Evaluate continuously effectiveness of communication and coordination efforts, seeking feedback from others and making adjustments as needed to improve outcomes.</p>
Knowledge and Understanding (K)	
<p>A. Organisational Context (knowledge of the company/organisation and its processes)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. Structure of the transport sector.</p> <p>OK2. Leadership skills.</p> <p>OK3. Legislation, standards, policies, and procedures followed in the company.</p> <p>OK4. Organisation policies on documentation, reporting, etc.</p> <p>OK5. Company's code of conduct.</p> <p>OK6. Company's service level agreements and policies.</p> <p>OK7. Organisation structure and typical customer profiles.</p> <p>OK8. Understanding organisational context.</p>
<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>TK1. Logistics and transport operations.</p> <p>TK2. Load management.</p> <p>TK3. Fleet management.</p> <p>TK4. Route risk assessment and mapping.</p> <p>TK5. Human resource management.</p> <p>TK6. Fleet risk assessment.</p>
<p>C. Regulatory Context (knowledge of rules and regulations)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>RK1. Road Traffic Act, Public Roads Act, and National Road Fund Act.</p> <p>RK2. SADC protocols on transport.</p> <p>RK3. Highway Code.</p> <p>RK4. Cross-border regulations.</p> <p>RK5. Road traffic regulations.</p> <p>RK6. Employment Act.</p> <p>RK7. Occupational health and safety regulations.</p> <p>RK8. Any other relevant legislation.</p>

Skills (S)	
A. Core Skills/ Generic Skills	Writing Skills
	The individual on the job must be able to: CS1. Write in English and be able to, or have the means to, give simple instructions in the local language used in the company. CS2. Prepare and provide clear and simple instructions and details to co-workers. CS3. Prepare reports. CS4. Prepare work plans and budgets.
	Reading Skills
	The individual on the job must be able to: CS5. Read English and be able to, or have the means to, give simple instructions in the local language used in the company. CS6. Read instructions provided for the required work.
B. Professional Skills	Oral Communication (Listening and Speaking skills)
	The individual on the job must be able to: CS7. Listen attentively and interpret communication/ instructions from the supervisor and other co-workers. CS8. Convey information clearly and concisely to co-workers.
	Decision-Making
	The individual on the job must be able to: PS1. Determine and report to the superior whether the working space is safe for operating. PS2. Apply problem-solving skills. PS3. Demonstrate emotional intelligence. PS4. Demonstrate strong communication skills. PS5. Demonstrate active listening. PS6. Employ change management. PS7. Exhibit problem-solving sensitivity skills.
B. Professional Skills	Plan and Organise
	The individual on the job should be able to: PS8. Plan work and organise required resources in coordination with team members and superiors. PS9. Demonstrate teamwork and forecasting skills, and creativity.
	Customer Centricity
B. Professional Skills	The individual on the job should be able to: PS10. Manage relationships with customers with intent to satisfying their needs. PS11. Demonstrate strong communication skills. PS12. Apply change management skills. PS13. Demonstrate organisation skills. PS14. Apply business sense.

	Problem Solving
	The individual on the job should be able to: PS15. Resolve any conflicts within the team. PS16. Demonstrate open-mindedness skills. PS17. Apply creativity. PS18. Demonstrate decision-making skills and logical reasoning. PS19. Employ troubleshooting and deductive reasoning. PS20. Apply interpretation skills.
	Analytical Thinking
	The individual on the job should be able to: PS21. Analyse and convey to the superior and carry out remedial action. PS22. Practice creative thinking. PS23. Employ brainstorming skills.
	Critical Thinking
	The individual on the job should be able to: PS24. Identify and deal with or report violation of any safety norms which may lead to accidents. PS25. Employ deductive reasoning. PS26. Demonstrate open-mindedness.

UNIT 4 [This Unit covers the skills and knowledge required by a Transportant in managing transport operations]

Unit No.	04
Unit Title	Managing Transport Operations
Description	This Unit describes the skills and knowledge required by a Transportant in demonstrating competence for managing all transportation needs within a business, so as to meet customer needs.
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Managing supply chain network. • Tracking vehicles and shipments. • Coordination of transportation activities.
Performance Criteria (PC) with respect to the Scope	
Element	Performance Criteria (PC)
Managing Supply Chain Network	To be competent, the individual must be able to: <p>PC1. Operate and manage transportation system. PC2. Manage supply chain execution in the network. PC3. Undertake route risk assessment and mapping. PC4. Manage the transportation business entity. PC5. Apply transport marketing principles. PC6. Manage the relationship between transport and society. PC7. Manage the nature and characteristics of transport.</p>
Tracking Vehicles and Shipments	To be competent, the individual must be able to: <p>PC8. Manage drivers at a distance. PC9. Manage different telematics devices. PC10. Demonstrate onboard diagnostics skills. PC11. Manage fleet at a distance. PC12. Retrieve reports from telematics devices. PC13. Manage incidences at a distance. PC14. Manage customer shipments and expectations.</p>
Coordination of Transportation Activities	To be competent, the individual must be able to: <p>PC15. Demonstrate the optimal way of vehicle routine. PC16. Apply routine and scheduling of constraint tools. PC17. Employ transport problem and consolidation of management matrices. PC18. Apply vehicle loading optimisation matrices.</p>
Knowledge and Understanding (K)	
A. Organisational Context (knowledge of the company/ organisation and its processes)	The individual on the job must demonstrate knowledge and understanding of: <p>OK1. Transport sector. OK2. Transport organisation. OK3. Transport organisation policies and procedures. OK4. Organisational culture. OK5. Customer profiling.</p>

<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> TK1. Transportation problems and scheduling. TK2. Supply chain network execution. TK3. Load management. TK4. Contract management. TK5. Route Planning. TK6. Logistics and transport management. TK7. Communication and leadership skills. TK8. Team management of drivers and support staff. TK9. Telematics devices.
<p>C. Regulatory Context (knowledge of rules and regulations)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> RK1. Road Traffic Act, Public Roads Act, and National Road Fund Act. RK2. SADC protocols on transport. RK3. Highway Code. RK4. Cross-border regulations. RK5. Road traffic regulations. RK6. Employment Act. RK7. Occupation health and safety regulations. RK8. Fleet management guide. RK9. Any other relevant legislation.
<p>Skills (S)</p>	
<p>A. Core Skills/ Generic Skills</p>	<p>Writing Skills</p>
	<p>The individual on the job must be able to:</p> <ul style="list-style-type: none"> CS1. Write in English and be able to, or have the means to, give simple instructions in the local language used in the company. CS2. Prepare and provide clear and simple instructions and details to co-workers. CS3. Prepare reports. CS4. Prepare work plans and budgets.
	<p>Reading Skills</p>
	<p>The individual on the job must be able to:</p> <ul style="list-style-type: none"> CS5. Read English and be able to, or have the means to, give simple instructions in the local language used in the company. CS6. Read instructions and details provided for the required work.
	<p>Oral Communication (Listening and Speaking skills)</p>
<p>The individual on the job must be able to:</p> <ul style="list-style-type: none"> CS7. Listen attentively and interpret communication/ instructions from the supervisor and other co-workers. CS8. Convey information clearly and concisely to co-worker. 	

B. Professional Skills	Decision-Making
	The individual on the job must be able to:
	PS1. Determine and report to the superior whether the working space is safe for operating.
	PS2. Apply problem solving skills.
	PS3. Demonstrate emotional intelligence.
	PS4. Demonstrate strong communication skills.
	PS5. Demonstrate active listening skills.
	PS6. Employ change management skills.
	PS7. Exhibit problem-solving sensitivity skills.
	Plan and Organise
The individual on the job should be able to:	
PS8. Plan work and organise required resources in coordination with team members and superiors.	
PS9. Demonstrate teamwork and forecasting skills, and creativity.	
Customer Centricity	
The individual on the job should be able to:	
PS10. Manage relationships with customers with intent to satisfying their project requirements.	
PS11. Demonstrate strong communication skills.	
PS12. Apply change management skills.	
PS13. Demonstrate organisation skills.	
PS14. Apply business sense.	
Problem Solving	
The individual on the job should be able to:	
PS15. Resolve any conflicts within the team.	
PS16. Demonstrate open-mindedness skills.	
PS17. Apply creativity.	
PS18. Demonstrate decision-making skills and logical reasoning.	
PS19. Employ troubleshooting and deductive reasoning.	
PS20. Apply interpretation skills.	
Analytical Thinking	
The individual on the job should be able to:	
PS21. Analyse and convey to the superior and carry out remedial action.	
PS22. Practice creative thinking.	
PS23. Employ brainstorming skills.	
Critical Thinking	
The individual on the job should be able to:	
PS24. Identify and deal with or report violation of any safety norms which may lead to accidents.	
PS25. Employ deductive reasoning.	
PS26. Demonstrate open-mindedness.	

UNIT 5 [This Unit covers the skills and knowledge required by a Transportant in managing occupational health and safety]

Unit No.	05
Unit Title	Managing Occupational Health and Safety
Description	This Unit describes the skills and knowledge required by a Transportant in demonstrating responsibility by ensuring all transportation activities are conducted in a safe and secure manner, with minimal risk to the occupational health and safety of employees, customers, and the general public.
Scope	<p>This Unit covers the following:</p> <ul style="list-style-type: none"> • Implementation and enforcement of safety policies and procedures. • Conducting safety training for employees. • Safety inspections and audits. • Identifying and mitigating potential hazards, and accident incident prevention. • Promoting culture of safety throughout the organisation. • Emergency preparedness. • Reporting and investigations.
Performance Criteria (PC) with respect to the Scope	
Element	Performance Criteria (PC)
Implementation and Enforcement of Safety Policies and Procedures	<p>To be competent, the individual must be able to:</p> <p>PC1. Identify and understand the safety policies and procedures that apply to the transport industry.</p> <p>PC2. Ensure all relevant safety policies and procedures are implemented effectively within the workplace.</p> <p>PC3. Identify potential safety hazards and take appropriate action to address them.</p> <p>PC4. Monitor and review safety policies and procedures on a regular basis to ensure they are up-to-date and relevant.</p> <p>PC5. Ensure all employees are aware of the safety policies and procedures, and understand their responsibilities in relation to them.</p> <p>PC6. Provide appropriate training and development opportunities to ensure all employees have the necessary knowledge and skills to implement and enforce safety policies and procedures.</p> <p>PC7. Ensure prompt and appropriate action is taken to address any breaches of safety policies and procedures.</p> <p>PC8. Maintain accurate records of safety incidents and near-misses, and use this information to identify areas for improvement.</p> <p>PC9. Work with other stakeholders, such as regulatory authorities and industry bodies, to promote and enforce safety policies and procedures across the transport industry.</p>

	<p>PC10. Review safety policies and procedures continuously to ensure the highest level of safety for all stakeholders in the transport industry.</p>
<p>Conducting Safety Training for Employees</p>	<p>To be competent, the individual must be able to:</p> <p>PC11. Identify specific safety training needs of employees based on job roles and potential hazards in the workplace.</p> <p>PC12. Develop clear and concise safety training materials that cover all relevant safety procedures, rules, and regulations.</p> <p>PC13. Deliver safety training in a manner that is easily understandable to employees, utilising appropriate language and visual aids.</p> <p>PC14. Ensure employees understand the safety training by conducting assessments or evaluations.</p> <p>PC15. Address all questions or concerns that employees may have during the safety training.</p> <p>PC16. Ensure all employees attend the safety training, and that records of attendance are maintained.</p> <p>PC17. Review safety training materials regularly to reflect changes in safety regulations or procedures.</p> <p>PC18. Monitor workplace safety continuously to identify any additional safety training needs for employees.</p> <p>PC19. Provide refresher safety training to employees on a regular basis to reinforce their understanding of the safety procedures.</p> <p>PC20. Encourage employees to report any safety concerns or hazards they may encounter in the workplace, and take appropriate action to address them.</p>
<p>Safety Inspections and Audits</p>	<p>To be competent, the individual must be able to:</p> <p>PC21. Ensure safety measures are effective and risks are minimised.</p> <p>PC22. Conduct safety audits and take remedial action.</p>
<p>Identifying and Mitigating Potential Hazards, and Accident and Incident Prevention</p>	<p>To be competent, the individual must be able to:</p> <p>PC23. Conduct regular risk assessments.</p> <p>PC24. Implement appropriate safety protocols.</p> <p>PC25. Provide adequate training to employees.</p> <p>PC26. Ensure all safety equipment is in good working condition.</p>
<p>Promoting Culture of Safety Throughout the Organisation</p>	<p>To be competent, the individual must be able to:</p> <p>PC27. Develop and implement comprehensive safety policies that cover all aspects of the organisation's operations.</p> <p>PC28. Establish safety management systems that include regular risk assessments, incident reporting, and corrective actions.</p> <p>PC29. Conduct regular safety training for all employees to ensure they understand their roles and responsibilities in maintaining a safe work environment.</p>

	<p>PC30. Ensure all equipment, machinery, and tools are maintained and inspected regularly to identify and address any potential safety hazards.</p> <p>PC31. Facilitate employee participation in safety activities, such as safety committees, hazard identification, and safety audits.</p> <p>PC32. Monitor and evaluate the effectiveness of the safety programmes to identify areas for improvement and implement necessary changes.</p> <p>PC33. Promote culture of safety throughout the organisation by recognising and rewarding safe behaviour, and addressing unsafe behaviour promptly and effectively.</p> <p>PC34. Ensure compliance with all relevant safety regulations and standards, and regularly review and update safety programmes to reflect changes in the industry or organisation.</p>
<p>Emergency Preparedness</p>	<p>To be competent, the individual must be able to:</p> <p>PC35. Develop and maintain an emergency response plan that outlines the procedures to be followed in the event of an emergency.</p> <p>PC36. Ensure that all employees are trained on the emergency response plan, and their roles and responsibilities during an emergency.</p> <p>PC37. Conduct regular emergency drills to test the effectiveness of the emergency response plan and identify areas for improvement.</p> <p>PC38. Establish effective communication protocols to ensure all employees are informed of emergency situations and are provided with the necessary information to respond appropriately.</p> <p>PC39. Ensure all emergency response equipment and supplies are maintained and inspected regularly to ensure they are in good working condition and readily available when needed.</p> <p>PC40. Establish partnerships and communication channels with local emergency responders, such as fire departments and law enforcement, to ensure a coordinated response in the event of a major emergency.</p> <p>PC41. Review and update the emergency response plan regularly to reflect changes in the organisation or industry, or to incorporate lessons learned from previous emergencies.</p> <p>PC42. Ensure compliance with all relevant emergency preparedness regulations and standards, and work proactively to identify and address any potential gaps in the emergency response plan.</p>

<p>Reporting and investigations</p>	<p>To be competent, the individual must be able to:</p> <p>PC43. Identify the scope of the report or investigation based on the information provided and the objectives of the report or investigation.</p> <p>PC44. Ensure the scope of the report or investigation is clearly defined and agreed upon by all relevant parties.</p> <p>PC45. Identify the relevant stakeholders and ensure their perspectives are taken into account when defining the scope of the report or investigation.</p> <p>PC46. Ensure the scope of the report or investigation is feasible and realistic, given the available resources and time constraints.</p> <p>PC47. Ensure the scope of the report or investigation is comprehensive and covers all relevant issues and areas of concern.</p> <p>PC48. Ensure the scope of the report or investigation is focused and does not include unnecessary or extraneous information.</p> <p>PC49. Ensure the scope of the report or investigation is flexible and can be adjusted as new information comes to light or circumstances change.</p> <p>PC50. Ensure the scope of the report or investigation is communicated clearly and effectively to all relevant parties.</p> <p>PC51. Ensure the scope of the report or investigation is reviewed and updated regularly to ensure that it remains relevant and effective.</p>
<p>Knowledge and Understanding (K)</p>	
<p>A. Organisational Context (knowledge of the company/organisation and its processes)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. Legislation, standards, policies, and procedures followed in the company.</p> <p>OK2. Organisation policy on documentation, reporting, etc.</p> <p>OK3. Company's code of conduct.</p> <p>OK4. Company's service level agreements and policies.</p> <p>OK5. Organisation structure and typical customer profiles.</p> <p>OK6. Organisational context.</p>
<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate technical knowledge and understanding of:</p> <p>TK1. Applicable laws.</p> <p>TK2. Safety regulations.</p> <p>TK3. Best practices related to health and safety in the transport industry.</p> <p>TK4. Insurance and legal compliance.</p>
<p>C. Regulatory Context (knowledge of rules and regulations)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>RK1. Road Traffic Act, Public Roads Act, and National Road Fund Act.</p>

	<p>RK2. SADC protocols on transport. RK3. Cross-border regulations. RK4. Road traffic regulations. RK5. Employment Act. RK6. Occupational health and safety regulations. RK7. Insurance requirements. RK8. Emissions and environmental regulations. RK9. Hours of service and fatigue management. RK10. Data protection and privacy. RK11. Tax and financial regulations. RK12. Any other relevant legislation.</p>
Skills (S)	
A. Core Skills/ Generic Skills	Writing Skills
	<p>The individual on the job must be able to:</p> <p>CS1. Write in English and be able to, or have the means to, give simple instructions in the local language used in the company. CS2. Prepare and provide clear and simple instructions and details to co-workers. CS3. Prepare reports and documentation. CS4. Prepare transportation work plans and budgets. CS5. Prepare proposals and presentations. CS6. Send emails and other correspondence. CS7. Communicate with stakeholders. CS8. Develop transport policies and procedures. CS9. Prepare compliance and legal transportation documentation. CS10. Convey complex information in a simple manner.</p>
	Reading Skills
	<p>The individual on the job must be able to:</p> <p>CS11. Read and analyse data and reports. CS12. Read and interpret instructions and details provided for the required work. CS13. Evaluate insurance policies to ensure appropriate coverage for a fleet.</p>
	Oral Communication (Listening and Speaking skills)
<p>The individual on the job must be able to:</p> <p>CS14. Listen attentively and interpret communication/ instructions from the supervisor and other co-workers. CS15. Provide clear and concise instructions to drivers and other employees. CS16. Engage in meetings and discussions with team members, drivers, suppliers, and other stakeholders. CS17. Conduct training and feedback to drivers on their performance, safety practices, and adherence to fleet policies.</p>	

B. Professional Skills	Decision-Making
	The individual on the job must be able to: PS1. Determine and report to the superior whether the working space is safe for operating. PS2. Detect problems in day-to-day tasks. PS3. Demonstrate emotional intelligence. PS4. Demonstrate strong communication skills. PS5. Demonstrate active listening skills. PS6. Employ change management skills. PS7. Make decisions in emergency situations.
	Plan and Organise
	The individual on the job should be able to: PS8. Plan work and organise required resources in coordination with team members and superiors. PS9. Demonstrate teamwork and forecasting skills, and creativity.
	Customer Centricity
	The individual on the job should be able to: PS10. Manage relationships with customers with intent to satisfying their project requirements. PS11. Demonstrate strong communication skills. PS12. Apply change management skills. PS13. Demonstrate organisation skills. PS14. Apply business sense.
	Problem Solving
The individual on the job should be able to: PS15. Resolve any conflicts within the team. PS16. Demonstrate open-mindedness skills. PS17. Ensure creativity and innovation. PS18. Demonstrate decision-making skills and logical reasoning. PS19. Employ troubleshooting and deductive reasoning. PS20. Apply interpretation skills.	
Analytical Thinking	
The individual on the job should be able to: PS21. Analyse and convey to the superior and carry out remedial action. PS22. Employ brainstorming skills and creative thinking PS23. Analyse various data sets related to vehicle performance, fuel consumption, maintenance records, and other matrices. PS24. Identify and define problems or challenges within the fleet by critically examining data, feedback, and observations.	

	Critical Thinking
	<p>The individual on the job should be able to:</p> <p>PS25. Identify and deal with or report violation of any safety norms which may lead to accidents.</p> <p>PS26. Evaluate different options critically and make decisions based on the available information.</p>

5. EQUIPMENT, TOOLS AND CONSUMABLE MATERIALS

These include, but not limited to:

Equipment and Tools: Vehicles, communication devices (such as radios or cell phones), fuel cards, maps or GPS systems, safety equipment (such as reflective vests and hard hats), First Aid kits, and cleaning supplies for vehicles, etc.

Raw Materials and Consumables: Fuel, spanners, paper, chemicals, vehicle spare parts, lubricants, components, etc.

6. DILEMMAS/CHALLENGES AND COMPLEXITIES FOR A JOBHOLDER

Transportants face various dilemmas, challenges, and complexities. One of the biggest challenges is ensuring that goods and people are transported safely and efficiently, while also adhering to strict deadlines. This can be particularly difficult when dealing with unexpected events, such as traffic congestion or adverse weather conditions. Another challenge is dealing with the increasing demands of customers who seek faster and cheaper transportation options. This can put pressure on jobholders to find innovative ways of optimising routes and reducing costs, while also maintaining high levels of customer satisfaction.

In addition, there are various complexities associated with working in the transportation industry, such as complying with complex regulations and safety standards. Jobholders must ensure they are up-to-date with the latest regulations and guidelines, and that they take all necessary precautions to ensure the safety of their drivers and passengers. Overall, Transportants require unique sets of skills, and willingness to adapt and innovate in an ever-changing transportation landscape.

6.1 Alternative Choices (Solutions) to Dilemmas and Complexities

The Transportant may have several alternative choices (solutions) to dilemmas and complexities that may arise in the course of executing his/her duties, which include:

- **Communication:** Effective communication, which is key to resolving any dilemmas or complexities. A Transportant must have good communication skills to express ideas and listen to others' views. Communication helps to clarify misunderstandings, identify the root cause of a problem, and find the best possible solution.
- **Collaboration:** Collaborating with other stakeholders, such as drivers, customers, and suppliers, is an effective way to resolve dilemmas and complexities because it fosters teamwork and enables collective problem-solving, which can result in more effective solutions.

- **Innovation:** Innovative thinking can help a Transportant to find alternative ways to solve problems. By thinking outside the box and exploring new approaches, he/she can come up with creative solutions that may not have been considered before.
- **Planning:** Adequate planning can help a Transportant to avoid dilemmas and complexities altogether. By identifying potential risks and developing contingency plans, he/she can be better prepared to handle any situation that arises.
- **Continuous Learning:** This is crucial in staying abreast of industry trends and developments. By investing in his/her own professional development, the Transportant can acquire new skills and knowledge that can help him/her to tackle dilemmas and complexities more effectively.

7. WORKING CONDITIONS/ENVIRONMENT

The working environment of a Transportant can vary depending on the specific job role and sector. They may work in an office setting, a warehouse, or in the field. They may work regular office hours, or have to work shifts, including evenings, weekends, and holidays. Transportants work with a variety of machinery, toxic substances and volatile materials. Their work environment is susceptible to fires, explosions, structural failures, and equipment malfunctions. Working conditions include: cold, hot, and wet conditions; climbing heights; stand/walk for long hours; lifting materials; working in day or night shifts; areas that are noisy and dusty; areas with limited lighting and ventilation, etc.

The work may involve: standing or sitting for long periods of time; operating heavy machinery; working in noisy or hazardous environments, etc. Transportants may also have to travel frequently for work. It is important for them to adhere to safety regulations and wear appropriate protective gear for the specific working conditions.

8. PARTIES INVOLVED/INTERACTING WITH THE JOB HOLDER OR TRAINEE

8.1 Internal – Within the Organisation

Management, supervisors, subordinates and other section members, etc.

8.2 External – Outside the Organisation

Government regulators, professional bodies, clients, suppliers, fellow Transportants from other companies, labour unions, clients, students/interns, etc.

9. PHYSICAL DEMANDS ON THE BODY

The physical demands on the body of a Transportant may not be as strenuous as those of a driver or delivery person, but they must be able to handle stressful situations and make quick decisions, which can be mentally demanding. They may spend long hours sitting at a desk or in meetings, which can lead to back pain and other health issues. It is important for them to take breaks and stretch regularly, as well as incorporate physical activity into their daily routine.

ANNEX A

Criteria for Assessments based on this NOS

A.1 Guidelines for Assessment

A.1.1 Criteria for assessment for curricula and learning programmes based on this NOS will be created by curricula and programme developers, and each Performance Criteria (PC) will be assigned marks proportional to its importance in the NOS. Curricula and programme developers will also lay down proportion of marks for theory and practical skills for each performance criteria, giving more weight to practical skills.

There shall be allocated 'Total Marks', which will be the sum of all marks in each Unit, distributed across the number of PCs in that particular Unit. The 'Out of' mark will be the mark allocated to each PC, which will be shared between theory and skills practical assessments.

A.1.2 Individual awarding/assessment bodies, or institutions and other users of the NOS, will create unique question papers for the theory part and evaluations for the skill practical part for their respective candidates.

ANNEX B NOS Version Control

This Annex gives details necessary for the tracking of the NOS versions based on the number of revisions.

NOS Code	NOS.T.01		
ZQF Level	7	Version Number	01
Sector	Transport and Logistics	Date of Approval	May 2024
Sub Sector	Transport and Logistics	Date of Last Review	N/A
Occupation	Transportation	Date of Next Review	May 2029

*“You learn,
We Standardise”*

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