**CONTACT DETAILS OF THE BODY SUBMITTING THE QUALIFICATION FILE**

**Name and address of submitting body:**

**Logistics Sector Skill Council**

No. 480 A, 7th floor Khivraj Complex 2, Anna Salai, Nandanam, Chennai – 600 035

**Name and contact details of individual dealing with the submission**

Name : Ms. Reena Murray

Position in the Organization : Head – Standards & Quality Assurance

Address if different from above : Same as above

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**List of documents submitted in support of the Qualifications File**

1. Model Curriculum having indicative list of equipment, lesson plan with training duration and trainer qualification.
2. Letter from the Ministry supporting the need of the qualification.
3. Industry validations

**Model Curriculum to be added which will include the following:**

* Indicative list of tools/equipment to conduct the training
* Trainers’ qualification
* Lesson Plan
* Distribution of training duration into theory/practical/OJT component

**SUMMARY**

|  |  |  |
| --- | --- | --- |
| **1** | **Qualification Title** | Consignment Delivery Executive |
| **2** | **Qualification Code, if any** | LSC/Q1801 |
| ***3*** | **NCO code and occupation** | NCO-2004/9151.70 |
| **4** | **Nature and purpose of the qualification (Please specify whether qualification is short term or long term)** | **Nature:** Certificate course of Courier Delivery Executive  Long term    **Purpose:** Learners who attain this qualification are competent in Courier operation and can get a job as Courier Delivery Executive to Prepare for Shipment Delivery, Perform Delivery, Perform post Delivery Activities |
| **5** | **Body/bodies which will award the qualification** | Logistics Sector Skill Council |
| **6** | **Body which will accredit providers to offer courses leading to the qualification** | Logistics Sector Skill Council |
| **7** | **Whether**  **accreditation/affiliation norms are already in place or not , if**  **applicable (if yes, attach a**  **copy)** | Yes  Both accreditation and affiliation are done by LSC based on due diligence report via SIP |
| **8** | **Occupation(s) to which the qualification gives access** | for collecting packages from the local office and delivering them to the customers at their doorstep |
| **9** | **Job description of the occupation** | Consignment Delivery Executives are also known as Delivery Executives. Individuals in this role are on-the-road staff who are responsible for collecting packages from the local office and delivering them to the customers at their doorstep. They are also responsible for verifying customer ID, collecting payment, if applicable and obtaining customer signature. They are a critical part of courier operations as shipment delivery is a crucial activity. |
| **10** | **Licensing requirements** | Driving License |
| **11** | **Statutory and Regulatory requirement of the relevant sector (documentary evidence to be provided)** | Not applicable |
| **12** | **Level of the qualification in the**  **NSQF** | 3 |
| **13** | **Anticipated volume of training/learning required to complete the qualification** | 210 hours |
| **14** | **Indicative list of training tools required to deliver this qualification** | **For a class of 30 candidates**  Teaching board – 1  Projector – 1  White board - 1  Video player or TV – 1  Printer – 1  Tracker - 1  Computer – 15  Stationaries – 30  Marker - 2  MHE equipment’s – 1  Corrugated cardboard boxes – 5  Packaging symbols & standards – 5  Tracking sheets - 5  RFID Scanner - 15  PPE – 15  Standard Forms – 15  SOP - 5  GST guidelines – 10 |
| **15** | **Entry requirements and/or recommendations and minimum age** | 12 grade pass  OR Completed 2nd year of 3-year diploma (after 10th) and pursuing regular diploma  OR 10th grade pass plus 2-year NTC  OR 10th grade pass plus 1-year NTC plus 1 year NAC  OR 8th pass plus 2-year NTC plus 1-Year NAC plus CITS  OR 10th grade pass and pursuing continuous schooling  OR 10th Grade Pass with 2 years releavnt experience  OR Previous relevant Qualification of NSQF Level 3.0 with minimum education as 8th Grade pass with 3 year relevant experience  OR Previous relevant Qualification of NSQF Level 3.5 with 1.5 year relevant experience  with minimum age of 18 years completed. |
| **16** | **Progression from the qualification (Please show Professional and academic progression)** | Courier Executive  Courier Supervisor  Lead Courier  Assistant Manager  Manager  Regional Manager  National Head |
| **17** | **Arrangements for the**  **Recognition of Prior learning (RPL)** | LSC currently undertakes RPL through the following modes –   1. The companies outreach to LSC regarding their requirement for RPL. LSC arranges for a trainer or a training agency to conduct the RPL programme post which, LSC will conduct assessment and provide certification for the same 2. The training centres run RPL courses in coordination with industry and companies and post the course, LSC will conduct assessment and certification 3. The companies reach out to LSC regarding RPL requirements. They conduct their own training as per the RPL requirements and post training LSC reviews the program, assessing the trained candidates and provides certification. 4. LSC has developed an online RPL assessment application which will be MCQ based test and VIVA video submission. |
| **18** | **International comparability where known (research evidence to be provided)** | Under Study |
| **19** | **Date of Approval** | 15th February 2023 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **20** | **Date of planned review of the qualification.** | 15th August 2023 | | |
| **21** | **Formal structure of the qualification** |  | | |
|  | **Title of unit or other component** | **Mandatory/ Optional** | **Estimated size** **(learning hours)** | **Level** |
| **A** | **Mandatory components** |  |  |  |
|  | LSC/N3001 : Prepare for Shipment Delivery | Mandatory | 15 | 3 |
|  | LSC/N3002: Perform Delivery | Mandatory | 60 | 3 |
|  | LSC/N3003: Perform Post Delivery Activities | Mandatory | 15 | 3 |
|  | Employability Skills | Mandatory | 120 | 3 |
|  | **Sub Total (A)** |  | **210 Hrs** |  |
|  | **Optional/ elective component** |  |  |  |
|  | **NA** |  |  |  |
| **B** | **Subtotal B** |  |  |  |
|  | **Total (A+B)** |  | **210 Hrs** |  |

# SECTION 1

**ASSESSMENT**

|  |  |
| --- | --- |
| **22** | **Body/Bodies which will carry out assessment:**  All the empanelled assessment agency will do the assessment |
| **23** | **How will RPL assessment be managed and who will carry it out?**  RPL courses would be conducted based on the demand and requirement of industry as and when they approach LSC. There are four ways of conducting RPL assessments -   1. The companies outreach to LSC regarding their requirement for RPL. LSC arranges for a trainer or a training agency to conduct the RPL programme post which, LSC will conduct assessment and provide certification for the same 2. The training centres run RPL courses in coordination with industry and companies and post the course, LSC will conduct assessment and certification 3. The companies reach out to LSC regarding RPL requirements. They conduct their own training as per the RPL requirements and post training LSC reviews the program, assessing the trained candidates and provides certification 4. LSC has developed an online RPL assessment application which will be MCQ based test and VIVA video submission. |
| **24** | **Describe the overall assessment strategy and specific arrangements which have been put in place to ensure that assessment is always valid, reliable and fair and show that these are in line with the requirements of the NSQF.**  LSC has ensured to have a valid, consistent and fair show of assessments by having an assessment policy and process in place and LSC has also set the minimum qualification and experience criteria.  **Assessment policy of LSC**  1) All the assessments have to be carried out based on the criteria code set by LSC in qualification packs.  2) Qualification and experience have to be set for the assessors.  3) LSC will insist the assessment body to hire honest and fair assessors with relevant experience prescribed by LSC.  4) Assessment bodies will strictly stick to the norms prescribed by LSC when conducting assessments.  5) Assessment schedules have to strictly adhere to as agreed in advance by assessment body and LSC.  6) Reporting of MIS by the assessment body to LSC has to be with in the agreed time lines.  7) Assessment bodies have to ensure that assessments are conducted in a fair and honest manner  8) Any negative remark on the assessor or assessment body if proven will be black listed by LSC  9) Assessment tools should be designed to test both practical skills and theoretical knowledge.  10) Parameters for assessing student’s abilities or understanding should be aligned to the relevant competencies that are expected to be acquired at the end of the training.  11) Expected standards of performance for each competency should be clearly defined and Student’s performance assessed against these standards.  12) Questionnaires/ test papers should be as objective as possible (restrict use of open-ended questions to the minimum) such as multiple-choice questions, yes/no or True / False types based on blue print.  13) Questions framed as per blueprint and without ambiguity by SMEs.  14) All assessments should be scored carefully and a log of all scores for every candidate Maintained.  15) Hard copies and soft copies of assessment forms and scores should be maintained and be readily available for any audit by LSC / NSDC or third party  **Assessment strategy:**  **Assessment process to be adhered by assessment bodies and LSC**  1) Logistics Sector Skill Council to inform the assessment body on assessment details at least 2 weeks in advance  2) Assessment body to appoint an assessor for the assessment details shared by Logistics Sector Skill Council and inform the assessor details to Logistics Sector Skill Council at least 1 week in advance from the date of assessment.  3) Assessment bodies to design the question paper for theory, practical & viva as per blueprint and submit to logistics sector skill council while empanelment of AA.  4) Logistics Sector Skill Council to approve the Question banks within 7 days from submission.  5) Assessment bodies to ensure that the assessor reaches the assessment location at least before 1 hour in advance from the time of assessment.  6) Assessor to start the assessment exactly on the time instructed by Logistics Sector Skill Council.  7) Assessor to verify the candidates with any valid Govt. id preferably Aadhar and also collect a copy of ID proof produced by the candidate.  8) Assessor to record all the evidence as per assessment protocol of Logistics Sector Skill Council  9) Assessment bodies to submit the result to logistics sector skill council within 3 days of time from the date of assessment through LSC MIS portal.  10) Assessment bodies to submit the result in Skill India Portal within 2 days of time from the date of LSC approval in LSC MIS portal.  11) Assessment body to maintain hard and soft copies of assessment sheets and produce to Logistics Skills Council on demand.  12) To pass the Qualification Pack, every trainee should score a minimum of 70% for NSQF level 4 & above job roles and 50% for NSQF level 1 to 3 job roles.  13) In case of unsuccessful completion, the trainee may seek Re-assessment on the QP.  2. **ASSESSORS – Eligible assessors will get certification through TOA programme with 2 years validity**  **The eligibility of assessors for “Job role –** **Consignment Delivery Executive” are as follows:**   * **Any degree** * **2 years of industrial experience**   **3. ELIGIBILITY TO APPEAR IN THE EXAM:**  **Minimum Educational Qualification:**  10th Grade pass + No Experience required or  10th grade pass and pursuing continuous schooling + No Experience required  or  8th grade pass with two years of NTC + No Experience required or  8th Grade pass with 1 year NTC + 1 year NAC  or  8th Grade pass with 1 year NTC + 1 year CITS  or  8th Grade pass + 2 year relevant experience or  5th Grade pass + 5 year relevant experience  **4. MARKING SCHEME:**   |  |  |  | | --- | --- | --- | | **Sr. No.** | **Method of Assessments** | **Weightage (Max. marks)** | | **1** | Theory | 30% | | **2** | Practical | 70% | | **Total** | | **100** |  1. **PASSING MARKS:** Every trainee should score minimum 50%   **6. RESULTS AND CERTIFICATION:** Logistics Sector Skill Council |

Please attach most relevant and recent documents giving further information about assessment and/or RPL.

Give the titles and other relevant details of the document(s) here. Include page references showing where to find the relevant information.

**ASSESSMENT EVIDENCE**

**Complete a grid for each component as listed in “Formal structure of the qualification” in the Summary.**

*NOTE: this grid can be replaced by any part of the qualification documentation which shows the same information – ie Learning Outcomes to be assessed, assessment criteria and the means of assessment.*

**25. Assessment evidences**

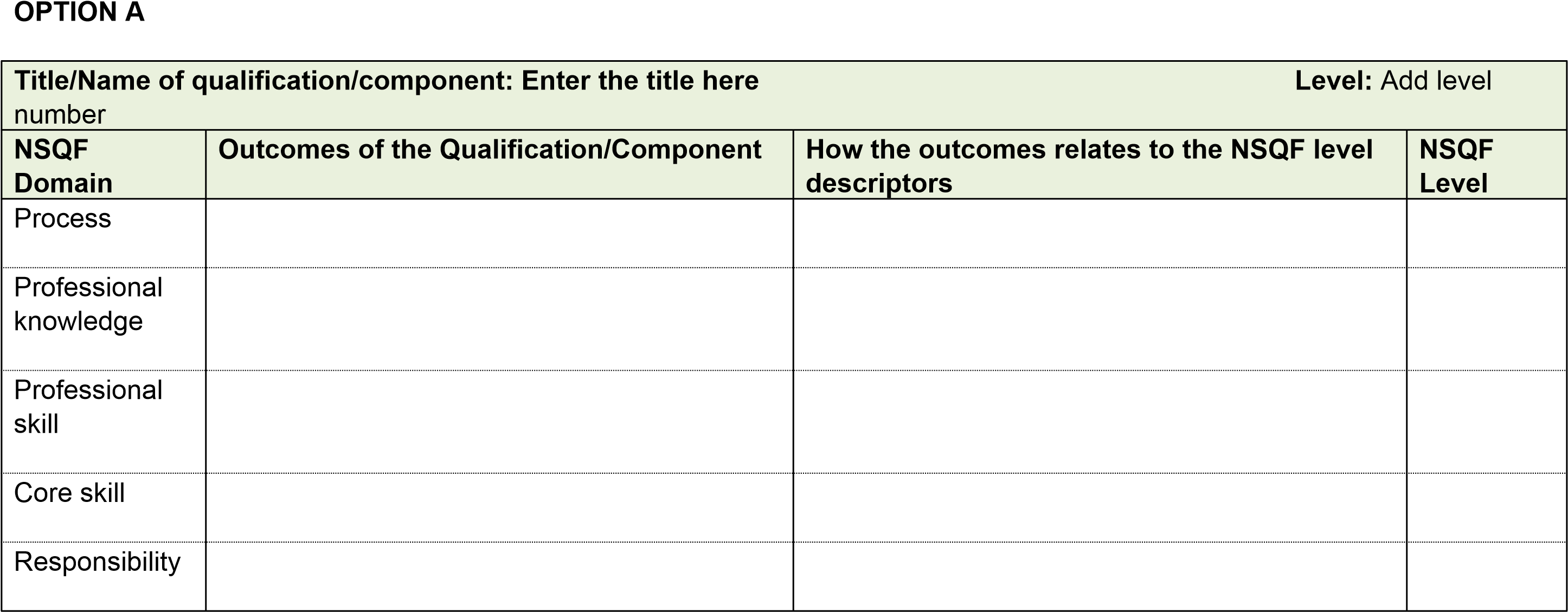
|  |
| --- |
| 1. LSC have created 16 points check list to collect on the day of assessment.  2. Assessment agencies must ensure to collect all the evidence without fail.  3. Training Partner must cooperate on collecting assessment evidence.  4. Candidates must present with their original Aadhaar’s and alternative id proof which is having clear face picture on the day of assessment.  5. Assessment agency must submit all the collected evidence through LSC MIS portal. |

**Title of Component:**

|  |  |
| --- | --- |
| **Outcomes to be assessed/NOSs to be assesed** | **Assessment criteria for the outcome** |
| 1. LSC/N3001: Prepare for Shipment Delivery | To be competent, the user/ individual on the job must be able to:   1. obtain daily schedule and list of deliveries to be made with customer details such as name, address, contact details, shipment ordered, etc. from the coordinator 2. determine whether payment has been made or whether cash has to be collected on delivery 3. understand priorities among orders and deadlines if any from coordinator 4. obtain the optimal routing sequence from the coordinator 5. collect necessary equipment such as global positioning system (GPS), tracking devices, money pouch to carry money safely, etc. 6. perform a quick inspection of the vehicle to ensure that it is in suitable condition and ready for the day's trip 7. ensure sufficient availability of missed delivery notes and other stationery 8. collect all the packages to be delivered during the day's trip 9. check to ensure that packages are in good condition and whether the package is to be delivered nearby 10. report to coordinator regarding any damage or errors with respect to the package not being delivered to the area being visited and resolve issues. 11. load packages onto vehicle. 12. arrange shipments in an optimized manner in the vehicle to save space 13. shipments that are to be delivered first are to be arranged closest to the door 14. shipments should be arranged in a manner that they are not damaged 15. ensure availability to take instructions from supervisor and be flexible to change the day's plan |
| 2. LSC/N3002: Perform Delivery | To be competent, the user/ individual on the job must be able to:   1. arrive at the destination 2. greet customer politely and confirm the shipment that had been ordered 3. if the package is important or of high value, request customer for a government issued id card as proof of identity 4. verify and note down the details of the id proof shown 5. hand over package to customer 6. receive and store cash safely, if the customer had opted for cash on delivery option 7. get the customer's signature (digitally or on paper) as acknowledgement that the shipment had been received in good condition 8. thank the customer and leave premises. 9. if the customer is not available, contact the customer by telephone and politely explain the situation 10. if the package has been paid for and it does not required id proof verification, hand over package to the person specified by the customer (receiver). 11. get the receiver's signature (digitally or on paper) as acknowledgement that the shipment had been received in good condition. 12. thank the receiver and leave premises 13. if the package has not been paid for or if it has to be delivered in person to the customer, fix up a convenient time to deliver the package with the customer 14. if the customer could not be contacted, leave behind a missed delivery note with contact details. 15. change the day plan accordingly to accommodate missed deliveries at the requested times. |
| 3. LSC/N3003: Perform Post Delivery Activities | To be competent, the user/ individual on the job must be able to:   1. bring any undelivered packages back to office 2. document appropriate reason for undelivered package 3. park vehicle and carry out a safety inspection 4. unload packages and hand them over for storage 5. return GPS, tracking devices and any unused stationery 6. handover the money collected from customers to the cashier and collect a receipt of acknowledgement of the handover 7. notify coordinator on the number of missed deliveries and their locations so that it could be included in the next day's plan 8. report any damages to packages that had occurred during transit. 9. provide feedback regarding delays, damages, loss if any etc 10. account for the money that has been collected from the customers and handed over to the cashier 11. provide bills for reimbursement as per company policy (if any) out of pocket expenses have been incurred. 12. report on the condition of the tracking devices, delivery vehicle and any maintenance or replacement that might be required. 13. complete any forms as required by management such as insurance forms for damaged shipment, reimbursement forms, etc. |
| 4. DGT/VSQ/N0104: Employability Skills (120 Hours) | To be competent, the user/ individual on the job must be able to:   1. understand the significance of employability skills in meeting the current job market requirement and future of work. 2. identify and explore learning and employability relevant portals 3. research about the different industries, job market trends, latest skills required and the available opportunities. 4. Constitutional values – Citizenship 5. recognize the significance of constitutional values, including civic rights and duties, citizenship, responsibility towards society etc. for personal growth and the nation's progress 6. follow personal values and ethics such as honesty, integrity, caring and respecting others, etc. 7. follow and promote environmentally sustainable practices 8. recognize the significance of 21st Century Skills for employment 9. practice the 21st Century Skills such as Self-Awareness, Behavior Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn etc. in personal and professional life 10. adopt a continuous learning mindset for personal and professional development 11. use English as a medium of formal and informal communication while dealing with topics of everyday conversation in different contexts 12. speak over the phone in English, in an audible manner, using appropriate greetings, opening, and closing statements both on personal and work front 13. read and understand routine information, instructions, emails, letters etc. written in English 14. write short messages, notes, letters, e-mails etc., using accurate English 15. identify career goals based on the skills, interests, knowledge, and personal attributes 16. prepare a career development plan with short- and long-term goals. 17. follow verbal and non-verbal communication etiquette while communicating in professional and public settings 18. use active listening techniques for effective communication 19. communicate in writing using appropriate style and format based on formal or informal requirements 20. work collaboratively with others in a team 21. ensure personal behavior, conduct, and use appropriate communication by taking gender into consideration 22. empathize with a PwD and aid a PwD, if asked 23. escalate any issues related to sexual harassment at the workplace in accordance with the POSH Act 24. identify and select reliable institutions for various financial products and services such as bank account, debit and credit cards, loans, insurance etc. 25. carry out offline and online financial transactions, safely and securely, using various methods and check the entries in the passbook 26. identify common components of salary and compute income, expenses, taxes, investments etc. 27. identify relevant rights and laws and use legal aids to fight against legal exploitation 28. operate digital devices and use their features and applications securely and safely 29. carry out basic internet operations by connecting to the internet safely and securely, using the mobile data or other available networks through Bluetooth, Wi-Fi, etc. 30. display responsible online behavior while using various social media platforms 31. create a personal email account, send and process received messages as per requirement 32. carry out basic procedures in documents, spreadsheets and presentations using respective and appropriate applications 33. utilize virtual collaboration tools to work effectively 34. identify different types of Entrepreneurship and Enterprises 35. use research and networking skills to identify and assess opportunities for potential business 36. develop a business plan and a work model, considering the 4Ps of Marketing- Product, Price, Place and Promotion 37. identify sources of funding, anticipate, and mitigate any financial/ legal hurdles for the potential business opportunity 38. identify different types of customers 39. identify and respond to customer requests and needs in a professional manner 40. use appropriate tools to collect customer feedback 41. follow appropriate hygiene and grooming standards. 42. create a professional Curriculum vitae (Résumé) 43. search for suitable jobs using reliable offline and online sources such as Employment exchange, recruitment agencies, newspapers etc. and job portals, respectively 44. apply to identified job openings using offline /online methods as per requirement 45. answer questions politely, with clarity and confidence, during recruitment and selection 46. identify apprenticeship opportunities and register for it as per guidelines and requirements |

# SECTION 2

**26. EVIDENCE OF LEVEL**



**Option B:**

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| **Title/Name of qualification/component: Consignment Delivery Executive (NSQF – 3)** | | | |
| **NSQF Domain** | **Outcomes of the Qualification/Component** | **How the job role relates to the NSQF level descriptors** | **NSQF** **Level** |
| Process | The individual in the job is required to:   * Prepare for Delivery * Perform Delivery * Perform Post Delivery activities | The process is based on the daily schedule and list of deliveries to be made with customer details received from coordinator and determine whether payment has been made or whether cash has to be collected on delivery. The job holder has to plan for the route optimization based on the deliveries which is a routine, predictable and familiar task and collect necessary equipment such as Global Positioning System (GPS), tracking devices, money pouch to carry money safely, etc. S/he has to handover the deliveries to the customers in a well fashioned manner and report to the management on delivery report. Delivery not to be handed over to the security or 3rd party and the decision to be taken by the job holder on clear choice. Report to coordinator regarding any damage or errors with respect to the package not being delivered to the area being visited and resolve issues. | **3** |
| Professional knowledge | S/he would have knowledge of   * types of shipment being handled, special characteristics and handling requirements of shipment, if any and airway bills. * local and global geographical knowledge, use the GPS and other tracking/navigation devices and paperwork to be completed when delivering a package * basic safety and security standards, regulations and procedures as per organization policy during shipment delivery. | The job holder knows and understands the types of shipment being handled, special characteristics and handling requirements of shipment, if any and airway bills. S/he have the factual knowledge of local and global geographical knowledge, use the GPS and other tracking/navigation devices and paperwork to be completed when delivering a package. S/he has to know to fill the insurance forms for damaged shipment, reimbursement forms required by management, understand the importance / value of package and collect the required Government ID proof as receipt of acknowledgement. S/he has to know and understand basic safety and security standards, regulations and procedures as per organization policy during shipment delivery. | **3** |
| Professional skill | Recall and demonstrate the ability to   * make individual decisions on times when it is required during the shipment delivery in absence of direct customers. * make precautions when handling packages and organization procedures with respect to security, materials handling and accidents. | The job holder has to demonstrate practical skill by making individual decisions on times when it is required during the shipment delivery in absence of direct customers. S/he to be well-mannered, pleasant personality and neatly dressed during the shipment delivery which is routine and repetitive in narrow range of application. S/he has to be aware of traffic rules when driving on the road, necessary precautions when handling packages and organization procedures with respect to security, materials handling and accidents. | **3** |
| Core skill | * Communicate effectively with manager, peers, employees * Skill of basic arithmetic * Read, understand, and Prepare reports, documents | The job holder have to communicate clearly with customers, supervisors and peers for a smooth delivery. S/he reads and understands the labelling codes as per company procedures, package details, traffic signage, etc. S/he has to communicate in writing to fill out customer forms, reimbursement forms and insurance forms in case of any discrepancy. S/he to deal with the cultural sensitivity and delivering in case of women receivers. S/he has to know the local routes for a planned shipment delivery which is routine and repetitive in nature | **3** |
| Responsibility | The individual is responsible for:   * collecting packages from the local office and delivering them to the customers at their doorstep under close supervision of the coordinator. * deliver the shipment in absence of customers | The job holder is on-the-road staff who is responsible for collecting packages from the local office and delivering them to the customers at their doorstep under close supervision of the coordinator. S/he has to verify customer ID, collect payment, if applicable and obtaining customer signature upon shipment delivery. S/he has the individual responsibility to deliver the shipment in absence of customers which will be his/her decision making call but within he defined limit and for the safety of the shipment. | **3** |

**SECTION 3 EVIDENCE OF NEED**

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| **27** | **Estimated uptake of Qualification?**  **Basis** | **What evidence is there that the qualification is needed?**  **What is this qualification and what is the basis of this?**  **(Applicable for SSCs)** |
|  | Need for the qualification | While collecting data from the companies for the occupational map, we also took feedback from industry players regarding the skill gap that they foresee and select areas where the requirement is immediate and or expected to come in near future for which qualification packs development, was to be prioritized. This was largely based on volume of people required, quantitative and qualitative shortfall which the Industry feels they face. Governing council of LSC gave final approval and endorsement for the same.  The same are also indicated in various skill studies conducted for the logistic sector –   1. Skill requirement in logistics sector   <https://drive.google.com/file/d/0B5rqF9xqytDIUlF4WEtyWXJBblE/view> |
|  | Industry Relevance | As part of the exercise for development of qualification pack and Q-file, LSC interacted with industry bodies, select companies and collected validation from industry players employing people for this job role in the sub-sector. The details of the industry interaction and validation collected have been shared as a separate folder along with the Q file. |
|  | Usage of the qualification | The information related to past uptake performance of previous QPs related to courier sector at level 3 and level 4 job roles is not available in the public domain. Hence, the uptake for this qualification cannot be assessed from their uptake. Also, the QPs have been in the system for only about a year. |
|  | Estimated uptake | Skills Gap Analysis Reports for industry demand and secondary research data, though these do not lead to accurate demand projection. The link to NSDC Human Resource & Skills Requirement in Logistics Sector is  <https://drive.google.com/file/d/0B5rqF9xqytDIUlF4WEtyWXJBblE/view?usp=sharing> |

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| **28** | **Recommendation from the concerned Line Ministry of the Government/Regulatory body. To be supported by documentary evidence**  NA |
| **29** | **What steps were taken to ensure that the qualification(s) does (do) not duplicate already existing or planned qualifications in the NSQF? Give justification for presenting a duplicate qualification**  NCVET list of Approved and Under-Development QPs was checked prior to commissioning the work |
| **30** | **What arrangements are in place to monitor and review the qualification(s)? What data will be used and at what point will the qualification(s) be revised or updated? Specify the review process here**   * Qualification that has been developed would be valid for 3 years from the date of upload in NQR. * Periodical interaction with the training partners to gather feedback in implementation. * Employer feedback will be sought post-placement on performance and training standards |

Please attach most relevant and recent documents giving further information about any of the topics above.

Give the titles and other relevant details of the document(s) here. Include page references showing where to find the relevant information.

# SECTION 4

**EVIDENCE OF PROGRESSION**

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| --- | --- |
| **31** | **What steps have been taken in the design of this or other qualifications to ensure that there is a clear path to other qualifications in this sector?**  ***Show the career map here to reflect the clear progression***  Occupational and career maps indicating horizontal and vertical mobility have been created and are being used.  National Head  Regional Manager  Manager  Assistant Manager  Consignment Delivery Executive  Courier Supervisor  Courier Executive  EXIM Executive  Lead Courier |

Please attach most relevant and recent documents giving further information about any of the topics above.

Give the titles and other relevant details of the document(s) here. Include page references showing where to find the relevant information.