

Qualification Pack



Land Transportation Manager

QP Code: LSC/Q1004

Version: 3.0

NSQF Level: 6

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LSC/Q1004: Land Transportation Manager

Brief Job Description

A Land Transportation Manager oversees the operations of a transport hub and ensures the efficiency of both systems and personnel. The role involves managing the smooth flow of goods, people, and information in the transportation and logistics process, ensuring that all targets are met and operations are optimised.

Personal Attributes

The individual should have good leadership skills, communication skills, analytical skills and professional values. She/he should be able to lead operations team to solve problems and aid management in decision making. The role may require working additional hours from time to time and some physical effort.

Applicable National Occupational Standards (NOS)

Compulsory NOS:

1. [LSC/N9601: Review and facilitate daily operations](#)
2. [LSC/N9701: Manage Business and stakeholder relations](#)
3. [LSC/N9914: Manage operations and Employee Performance](#)
4. [LSC/N9603: Profit and Loss account management and cost accounting](#)
5. [LSC/N1007: Manage multimodal operations](#)
6. [LSC/N1008: Manage hub and spoke operations](#)
7. [LSC/N1016: Monitor and Coordinate fleet management operations](#)
8. [LSC/N9911: Follow health, safety, security procedures and maintain integrity, ethics at workplace](#)
9. [DGT/VSQ/N0103: Employability Skills \(90 Hours\)](#)

Qualification Pack (QP) Parameters

Sector	Logistics
Sub-Sector	Land Transportation

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Occupation	Transport Operations, Vehicle Operations, Customer Support/ Relations (Consignment Booking), Documentation and Reporting
Country	India
NSQF Level	6
Credits	20
Aligned to NCO/ISCO/ISIC Code	NCO-2015/1324.0200 and ISCO-88/1324
Minimum Educational Qualification & Experience	Completed 4 year UG program (or equivalent) with 2 Years of experience Relevant experience in transportation OR Completed 3 year UG degree with 3 Years of experience Relevant experience in transportation OR Completed 3 year diploma after 10th with 5 Years of experience Relevant experience in transportation OR Previous relevant Qualification of NSQF Level (5) with 3 Years of experience Relevant experience in transportation
Minimum Level of Education for Training in School	
Pre-Requisite License or Training	NA
Minimum Job Entry Age	23 Years
Last Reviewed On	NA
Next Review Date	07/10/2028
NSQC Approval Date	07/10/2025
Version	3.0
Reference code on NQR	QG-06-TW-046152025-V2-LSC
NQR Version	2.0

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LSC/N9601: Review and facilitate daily operations

Description

This OS unit is about conducting daily status reviews and facilitating daily operations

Scope

The scope covers the following :

- Review status of previous day's work and pending activities
- Forecast and budget resources for operations
- Approve daily work plans and allocate tasks
- Facilitate smooth operations
- Ensure compliance with legal and regulatory requirements

Elements and Performance Criteria

Review the status of previous day's work

To be competent, the user/individual on the job must be able to:

- PC1.** Review the agenda for the day and brief the team on objectives, priorities, and important updates.
- PC2.** Communicate any special tasks, challenges, or deadlines and update the team members on operational targets and key metrics.
- PC3.** Assess the previous day's reports with supervisors, including inspection and output reports.
- PC4.** Identify pending works and approve pending orders of the previous day.
- PC5.** Resolve issues about pending activities or escalate them to senior management or an external consultant/ technician.
- PC6.** Review performance and utilisation of budgeted resources, making amendments as required.
- PC7.** Ensure the department meets its daily performance targets.
- PC8.** Confirm that all necessary resources (materials, equipment, personnel) are available and aligned with the day's tasks.
- PC9.** Analyse any operational challenges from the previous day, such as bottlenecks or delays, and ensure they are resolved.

Forecast and budget resources for operations

To be competent, the user/individual on the job must be able to:

- PC10.** Analyse trend patterns and make suitable assumptions for forecasting.
- PC11.** Prepare forecasts and accordingly plan and budget for workforce and other resources.
- PC12.** Set up consensus meetings with peers and seniors and get their approval on the forecast and budgets.
- PC13.** Prepare weekly and monthly work plans as per the forecast and budget.
- PC14.** Make amendments to budgeted resources based on daily performance reviews.

Approve work plans and allocate tasks

To be competent, the user/individual on the job must be able to:

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- PC15.** Identify priority tasks and inform supervisors and executives.
- PC16.** Approve and share the weekly work plan with supervisors, allocating resources per the plan.
- PC17.** Review and approve any ad-hoc request for alternate or additional resources.
- PC18.** Approve daily work plans prepared by supervisors and examine staff turnover issues.

Facilitate smooth operations

To be competent, the user/individual on the job must be able to:

- PC19.** Take immediate action to address discrepancies, such as allocating additional resources or providing guidance to staff.
- PC20.** Coordinate with other departments and external resources to escalate and expedite stuck cases.
- PC21.** Actively promote knowledge and resource sharing with peers and across functions.
- PC22.** Administer & optimise administration processes and procedures.
- PC23.** Prepare reports, MIS and other artefacts as necessitated by the senior management.
- PC24.** Identify the avenues for driving cost efficiency and productivity.
- PC25.** Actively manage department budget.
- PC26.** Focus on new revenue opportunities while strengthening and sustaining current revenue opportunities.
- PC27.** Coordinate with clients and keep them updated on delays, pendency, etc.
- PC28.** Analyse the work of executives and supervisors to check for errors.
- PC29.** Review reports to monitor operational performance.
- PC30.** Guide the team in using the latest technology, ERP, and available IT infrastructure.
- PC31.** Address any equipment breakdowns, staffing shortages, or safety concerns.
- PC32.** Coordinate with relevant teams to troubleshoot and find quick solutions.

Ensure compliance with legal and regulatory framework

To be competent, the user/individual on the job must be able to:

- PC33.** Monitor compliance with relevant local, country and international laws and processes regularly.
- PC34.** Monitor compliance concerning organisational policies and procedures.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1.** Vision, mission and values of the Company.
- KU2.** Company's reporting structure to support and expedite project activities.
- KU3.** Company's policy and work instructions on quality standards as well as documentation policy.
- KU4.** Importance of the individual's role in the workflow.
- KU5.** Company's policy on business ethics and code of conduct.
- KU6.** Business and performance of the Company.
- KU7.** Knowledge repository and various projects done by the Company.
- KU8.** Occupational health and safety standards, handling of special and dangerous goods, etc.

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- KU9.** Procedures for dealing with loss or damage to goods.
- KU10.** Value of items handled and implications of damage/loss of the same.
- KU11.** Risk and impact of not following defined work, safety and security procedures.
- KU12.** Company policy defined TATs and output metrics for daily operations.
- KU13.** Just-in-time (JIT) mode of inventory management.
- KU14.** The coding system followed to label items.
- KU15.** The IT system and ERP system of the organisation.
- KU16.** Process flow of service operation and understanding of basic supply chain value chain.
- KU17.** State/country taxes and routing.
- KU18.** Local and global geographies.
- KU19.** Use of enterprise resource planning software (ERP) and the MIS.
- KU20.** Use tools for documentation: MS Excel and MS Word, etc.
- KU21.** Basics of statistical and quantitative analysis tools.
- KU22.** Structure and implications of fees involved.

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1.** Work instructions, customer requirements and quality policy.
- GS2.** Legal policies and regulations.
- GS3.** Internal communications memorandums.
- GS4.** Checklists and daily reports.
- GS5.** Maintain the record as per the Company's policy.
- GS6.** Make a note of instructions for team members.
- GS7.** Develop operating procedures and their updation.
- GS8.** Write communications letters both within the Company and to other stakeholders and clients.
- GS9.** Prepare daily reports checklists and create documents for internal communication.
- GS10.** Communicate with all internal and external stakeholders.
- GS11.** Share experiences and guide juniors and peers.
- GS12.** Listen to queries and requirements of internal and external stakeholders.

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Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Review the status of previous day's work</i>	9	18	-	2.5
PC1. Review the agenda for the day and brief the team on objectives, priorities, and important updates.	1	2	-	0.5
PC2. Communicate any special tasks, challenges, or deadlines and update the team members on operational targets and key metrics.	1	2	-	-
PC3. Assess the previous day's reports with supervisors, including inspection and output reports.	1	2	-	0.5
PC4. Identify pending works and approve pending orders of the previous day.	1	2	-	-
PC5. Resolve issues about pending activities or escalate them to senior management or an external consultant/ technician.	1	2	-	0.5
PC6. Review performance and utilisation of budgeted resources, making amendments as required.	1	2	-	-
PC7. Ensure the department meets its daily performance targets.	1	2	-	0.5
PC8. Confirm that all necessary resources (materials, equipment, personnel) are available and aligned with the day's tasks.	1	2	-	-
PC9. Analyse any operational challenges from the previous day, such as bottlenecks or delays, and ensure they are resolved.	1	2	-	0.5
<i>Forecast and budget resources for operations</i>	5	10	-	1.5
PC10. Analyse trend patterns and make suitable assumptions for forecasting.	1	2	-	0.5
PC11. Prepare forecasts and accordingly plan and budget for workforce and other resources.	1	2	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC12. Set up consensus meetings with peers and seniors and get their approval on the forecast and budgets.	1	2	-	0.5
PC13. Prepare weekly and monthly work plans as per the forecast and budget.	1	2	-	-
PC14. Make amendments to budgeted resources based on daily performance reviews.	1	2	-	0.5
<i>Approve work plans and allocate tasks</i>	4	8	-	1
PC15. Identify priority tasks and inform supervisors and executives.	1	2	-	0.5
PC16. Approve and share the weekly work plan with supervisors, allocating resources per the plan.	1	2	-	-
PC17. Review and approve any ad-hoc request for alternate or additional resources.	1	2	-	0.5
PC18. Approve daily work plans prepared by supervisors and examine staff turnover issues.	1	2	-	-
<i>Facilitate smooth operations</i>	11	22	-	4
PC19. Take immediate action to address discrepancies, such as allocating additional resources or providing guidance to staff.	1	2	-	0.5
PC20. Coordinate with other departments and external resources to escalate and expedite stuck cases.	1	2	-	-
PC21. Actively promote knowledge and resource sharing with peers and across functions.	1	2	-	0.5
PC22. Administer & optimise administration processes and procedures.	1	2	-	-
PC23. Prepare reports, MIS and other artefacts as necessitated by the senior management.	1	2	-	0.5
PC24. Identify the avenues for driving cost efficiency and productivity.	1	2	-	-
PC25. Actively manage department budget.	1	2	-	0.5

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC26. Focus on new revenue opportunities while strengthening and sustaining current revenue opportunities.	1	2	-	-
PC27. Coordinate with clients and keep them updated on delays, pendency, etc.	-	1	-	0.5
PC28. Analyse the work of executives and supervisors to check for errors.	1	1	-	-
PC29. Review reports to monitor operational performance.	-	1	-	0.5
PC30. Guide the team in using the latest technology, ERP, and available IT infrastructure.	1	1	-	-
PC31. Address any equipment breakdowns, staffing shortages, or safety concerns.	-	1	-	0.5
PC32. Coordinate with relevant teams to troubleshoot and find quick solutions.	1	1	-	0.5
<i>Ensure compliance with legal and regulatory framework</i>	1	2	-	1
PC33. Monitor compliance with relevant local, country and international laws and processes regularly.	-	1	-	0.5
PC34. Monitor compliance concerning organisational policies and procedures.	1	1	-	0.5
NOS Total	30	60	-	10

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National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9601
NOS Name	Review and facilitate daily operations
Sector	Logistics
Sub-Sector	Terminals, ICDs and CFS, Generic
Occupation	Generic
NSQF Level	6
Credits	2
Version	4.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

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LSC/N9701: Manage Business and stakeholder relations

Description

This unit is about generating new business and maintaining relations with all stakeholders

Scope

The scope covers the following :

- Generate new business prospects
- Maintain customer relations
- Coordinate with government officials, vendors and contractors

Elements and Performance Criteria

Generate new business prospects

To be competent, the user/individual on the job must be able to:

- PC1.** Build market intelligence and stay current with service offerings and developments in the organisation and the industry.
- PC2.** Prepare and implement a sales plan for acquiring new clients.
- PC3.** Obtain the list of existing clients and new prospects from the Company's sales database.
- PC4.** Prepare sales targets and relationship strategies.
- PC5.** Prioritise the clients for contacting, based on the previous relationship-building calls made to each of them.
- PC6.** Meet clients to offer new services and take feedback for current services.
- PC7.** Identify clients' business needs and offer customised and bundled solutions.
- PC8.** Negotiate on costs, close the deal and collect organisational and payment details of the client.
- PC9.** Take the client's feedback before leaving.

Maintain customer relations

To be competent, the user/individual on the job must be able to:

- PC10.** Regularly interact with the client over the phone, through emails, or personal visits.
- PC11.** Address customers' queries effectively and take appropriate action on customer escalations.
- PC12.** Handle customer grievances such as shipment damage or tampering, extra charges levied, failure to deliver as per commitment, and delays.
- PC13.** Provide regular information to clients regarding new offerings, discounts, customised solutions, etc.

Coordinate with government officials, vendors and contractors

To be competent, the user/individual on the job must be able to:

- PC14.** Represent the interests of the Company whenever required and manage & protect the Company's reputation.
- PC15.** Liaise with customs, Partner Government Agencies (PGAs), other Govt. departments, etc., and build strong professional relations with them.

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- PC16.** Participate in advisory groups to put forth ideas/suggestions for improvements.
- PC17.** Discuss and review a holistic assessment of the Company's assets, facilities, equipment, and activities with stakeholders to identify security needs and threats.
- PC18.** Review regularly, adhere to SLA agreed to by vendors/contractors in documented contracts.
- PC19.** Conduct forensic audits to flag any deviation in contract awards if required, along with procurement & finance teams.
- PC20.** Analyse and manage insurance claim requests.
- PC21.** Coordinate with marketing agencies for publicity of services of the Company.
- PC22.** Ensure adherence to SLA agreed to by vendors/contractors in documented contracts.
- PC23.** Negotiate with carriers, warehouse and transport operators, customs brokers, insurance company representatives, vendors, etc., for services, preferential rates, service level agreements (SLA), payment periods, etc.
- PC24.** Coordinate with labour contractors and local vendors for sufficient workforce, carrier vehicle availability as per work demand.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1.** Vision, mission and values of the Company.
- KU2.** Company's reporting structure to support and expedite project activities.
- KU3.** Company's policy and work instructions on quality standards and documentation policy.
- KU4.** Importance of the individual's role in the workflow.
- KU5.** Company's policy on business ethics and code of conduct.
- KU6.** Business and performance of the Company.
- KU7.** Knowledge repository and various projects done by the Company.
- KU8.** Occupational health and safety standards and handling of dangerous and special goods.
- KU9.** Procedures for dealing with loss or damage to goods.
- KU10.** Value of items handled and implications of damage/loss of the same.
- KU11.** Risk and impact of not following defined work, safety and security procedures.
- KU12.** Company policy defined Turn Around Time (TATs) and output metrics for daily operations.
- KU13.** Just-in-time (JIT) mode of inventory management.
- KU14.** The coding system followed to label items.
- KU15.** The Information Technology(IT) system and Enterprise resource planning (ERP) system of the organisation.
- KU16.** Process flow of service operation, value chain and basic supply chain value map within the sub-sector.
- KU17.** State/country taxes and routing.
- KU18.** Local and global geographical knowledge.
- KU19.** Use of ERP software, including Warehouse Management System (WMS), Material Management System (MMS) and Transport Management System (TMS).
- KU20.** Use of tools for documentation: MS Excel and MS Word, etc.

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- KU21.** Basics of statistical and quantitative analysis tools.
- KU22.** Use of spreadsheets to tabulate and analyse the data.
- KU23.** Structure and implications of charges involved in transportation, warehousing, etc.
- KU24.** Transit rules and regulations.
- KU25.** Significance of team coordination to achieve revenue and productivity targets of the organisation.
- KU26.** Customer relationship management.
- KU27.** About contract management and SLA.
- KU28.** Factors for evaluation of the performance of vendors.

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1.** Read company quality policy, work instructions and customer requirement.
- GS2.** Read transit rules and trade policies.
- GS3.** Read regulatory requirements associated with customs clearance.
- GS4.** Read emails, invoices, letters, notes, memos, agreement reports, etc.
- GS5.** Write emails and letters to government officials, customers, vendors, etc.
- GS6.** Note information about vendors on factors like quality of service, on-time order completion, cooperation, etc.
- GS7.** Listen to the requirements of the client.
- GS8.** Communicate with clients, government officials and other external stakeholders by using various communication channels.
- GS9.** Exchange information with other managers, supervisory and operational staff at all levels.
- GS10.** Carefully listen to vendor concerns and issues.
- GS11.** Decide on corrective measures to improve customer ratings.
- GS12.** Decide on actions to be taken on escalations raised by the customer.
- GS13.** Decide appropriate action for poor performance and lack of cooperation by vendor/third-party logistics (3PL).
- GS14.** Identify and prioritise select clients and prospects for generating Business.
- GS15.** Liaison with customers, government officials, vendors and staff to ensure the smooth functioning of service centre/office.
- GS16.** Plan and organise review meetings with vendors and contractors.
- GS17.** Organise projects/ training plans for performance improvement.
- GS18.** Take prompt action on queries raised by the customer.
- GS19.** Analyse customer requirements and offer customised or bundled solutions.
- GS20.** Suggest ideas and solutions to increase customer loyalty and satisfaction.
- GS21.** Resolve the queries raised by customers as well as government officials.
- GS22.** Address the queries raised by vendors, contractors and other external stakeholders that are not resolved by the supervisor and executives.



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- GS23.** Identify the factors which improved customer satisfaction as well as ratings of the organisation.
- GS24.** Identify bundles and customisations that cater to the requirements of the majority of customers.
- GS25.** Analyse key reasons for non-performance and customer dis-satisfaction.
- GS26.** Identify key areas that are crucial for performance improvement.
- GS27.** Improve work processes by adopting best practices for quality of service to the customers.
- GS28.** Act upon constructively on any problems as pointed out by customers, vendors or government officials.
- GS29.** Handle personality clashes effectively.

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Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Generate new business prospects</i>	15	30	-	4.5
PC1. Build market intelligence and stay current with service offerings and developments in the organisation and the industry.	2	4	-	0.5
PC2. Prepare and implement a sales plan for acquiring new clients.	2	4	-	0.5
PC3. Obtain the list of existing clients and new prospects from the Company's sales database.	2	4	-	0.5
PC4. Prepare sales targets and relationship strategies.	2	4	-	0.5
PC5. Prioritise the clients for contacting, based on the previous relationship-building calls made to each of them.	2	4	-	0.5
PC6. Meet clients to offer new services and take feedback for current services.	2	4	-	0.5
PC7. Identify clients' business needs and offer customised and bundled solutions.	1	2	-	0.5
PC8. Negotiate on costs, close the deal and collect organisational and payment details of the client.	1	2	-	0.5
PC9. Take the client's feedback before leaving.	1	2	-	0.5
<i>Maintain customer relations</i>	4	8	-	2
PC10. Regularly interact with the client over the phone, through emails, or personal visits.	1	2	-	0.5
PC11. Address customers' queries effectively and take appropriate action on customer escalations.	1	2	-	0.5
PC12. Handle customer grievances such as shipment damage or tampering, extra charges levied, failure to deliver as per commitment, and delays.	1	2	-	0.5

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC13. Provide regular information to clients regarding new offerings, discounts, customised solutions, etc.	1	2	-	0.5
<i>Coordinate with government officials, vendors and contractors</i>	11	22	-	3.5
PC14. Represent the interests of the Company whenever required and manage & protect the Company's reputation.	1	2	-	0.5
PC15. Liaise with customs, Partner Government Agencies (PGAs), other Govt. departments, etc., and build strong professional relations with them.	1	2	-	0.5
PC16. Participate in advisory groups to put forth ideas/suggestions for improvements.	1	2	-	0.5
PC17. Discuss and review a holistic assessment of the Company's assets, facilities, equipment, and activities with stakeholders to identify security needs and threats.	1	2	-	-
PC18. Review regularly, adhere to SLA agreed to by vendors/contractors in documented contracts.	1	2	-	0.5
PC19. Conduct forensic audits to flag any deviation in contract awards if required, along with procurement & finance teams.	1	2	-	-
PC20. Analyse and manage insurance claim requests.	1	2	-	0.5
PC21. Coordinate with marketing agencies for publicity of services of the Company.	1	2	-	-
PC22. Ensure adherence to SLA agreed to by vendors/contractors in documented contracts.	1	2	-	0.5
PC23. Negotiate with carriers, warehouse and transport operators, customs brokers, insurance company representatives, vendors, etc., for services, preferential rates, service level agreements (SLA), payment periods, etc.	1	2	-	-
PC24. Coordinate with labour contractors and local vendors for sufficient workforce, carrier vehicle availability as per work demand.	1	2	-	0.5



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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
NOS Total	30	60	-	10

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National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9701
NOS Name	Manage Business and stakeholder relations
Sector	Logistics
Sub-Sector	Generic
Occupation	Generic
NSQF Level	5
Credits	2
Version	4.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

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LSC/N9914: Manage operations and Employee Performance

Description

This unit is about reviewing performance and improving employee performance.

Scope

The scope covers the following :

- Analyse activity-wise operational performance
- Improve Employee Performance
- Provide leadership and direction

Elements and Performance Criteria

Analyse activity-wise operational performance

To be competent, the user/individual on the job must be able to:

- PC1.** Analyse activity-related performance metrics.
- PC2.** Review output reports for escalated cases to identify reasons.
- PC3.** Examine asset utilisation rates and revenue per workforce.
- PC4.** Analyse reasons for non-performance concerning each operation and department.
- PC5.** Analyse the trends of various output metrics like average time per case, average number of delays per week, defaults, etc., along with their reasoning, to measure operational performance.
- PC6.** Identify process improvement areas and training needs.
- PC7.** Ensure development and implementation of training plans according to needs.
- PC8.** Analyse resource utilisation trends to arrive at cases of under-utilisation and poor equipment management.
- PC9.** Develop and implement strategic action plans to increase overall worker and operational efficiency.

Improve Employee Performance

To be competent, the user/individual on the job must be able to:

- PC10.** Confirm that the training needs of new hires, existing workforce, and supervisory staff are identified.
- PC11.** Ensure that the training calendar and content are prepared to address the training needs and are followed by the L&D team.
- PC12.** Identify the underperforming departments and staffs and take necessary actions to improve performance.
- PC13.** Track regular performance output concerning set goals and take corrective actions.
- PC14.** Establish key performance indicators and conduct performance appraisals for the team on a half-yearly/yearly basis to ensure that KRA/goals that are mutually agreed upon have been met.
- PC15.** Drive Performance Improvement Plans (PIP) for underperforming employees.

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PC16. Address all employee performance problems promptly and directly per personnel policies.

PC17. Take necessary action in case of unethical practices, theft or fiddling with the goods.

Provide leadership and direction

To be competent, the user/individual on the job must be able to:

PC18. Organise seminars and workshops that focus on recent developments in crisis management that are not covered in planned training.

PC19. Develop, implement, and manage departmental policies, procedures, standards and strategies as required.

PC20. Set objectives and guide and support team members in achieving them.

PC21. Communicate and emphasise policies and standards in line with the regulations laid down by various governing Acts.

PC22. Meet with staff to assess the group's overall performance, discuss ideas for improvement and update them on new developments.

PC23. Collaborate with HR to manage the recruitment and selection, induction/onboarding process, and probation of new hires.

PC24. Resolve all people management issues and challenges per established HR policies.

PC25. Coach and mentor new/existing employees continuously.

PC26. Recognise outstanding performers and create a robust reward and recognition system with HR & senior management.

PC27. Participate in any committees constituted by the organisation to look into issues of indiscipline/misconduct/misappropriation through departmental enquiries.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

KU1. Vision, mission and values of the Company.

KU2. Company's policy on business ethics and code of conduct.

KU3. Business and performance of the Company.

KU4. Knowledge repository and various projects done by the Company.

KU5. Reporting structure to support and expedite project activities.

KU6. Escalation matrix for reporting issues/challenges.

KU7. Company's policy and work instructions on quality standards.

KU8. Company's personnel management and incentives rules.

KU9. Importance of the individual's role in the workflow.

KU10. Company policy defined turnaround time (TATs) and output metrics for daily operations.

KU11. Company's approach towards skill up-gradation and technology modernisation.

KU12. The Company's training plans and schedules.

KU13. Process flow of service operations, value chain and basic supply chain map within the sub-sector.

KU14. State/country taxes and routing.

KU15. Local and global geographical knowledge.

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- KU16.** Use of enterprise resource planning software (ERP).
- KU17.** Use various documentation tools: MS Excel and MS Word, etc.
- KU18.** Basics of statistical and quantitative analysis tools.
- KU19.** Use of spreadsheets to tabulate and analyse the data.
- KU20.** Structure and implications of fees involved in transportation, warehousing, etc.
- KU21.** Transit rules and regulations.
- KU22.** Significance of team coordination to achieve revenue and productivity targets of the organisation.
- KU23.** Customer relationship management, contract management, and service level agreement (SLA).
- KU24.** Factors for evaluation of operational performance and utilisation of resources.
- KU25.** Different metrics of performance evaluation.
- KU26.** Different solutions to improve performance and utilisation.

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1.** Company policy and standard work-related documents.
- GS2.** Emails, letters and instructions.
- GS3.** Daily reports.
- GS4.** Prepare reports on delivery performance, demand forecast, franchisee performance, etc.
- GS5.** Write Minutes of Meetings, emails and memos.
- GS6.** Interact with team members to work efficiently.
- GS7.** Communicate effectively with colleagues and vendors to achieve smooth workflow.
- GS8.** Communicate quality standards and performance metrics clearly to all the employees.
- GS9.** Listen to queries patiently and answer them aptly.
- GS10.** Plan and organise performance review session.
- GS11.** Make an action plan for performance improvement.
- GS12.** Organise projects/ training plans for performance improvement.
- GS13.** Monitor the activities of the performance improvement plan.
- GS14.** Plan and organise monitoring activities to ensure no breach in terms of commitments.
- GS15.** Timely complete analysis of reports and issues identified.
- GS16.** Analyse performance with a focus on customer requirements and ability to improve satisfaction levels with customers.
- GS17.** Sensitise individuals towards customer satisfaction and train them accordingly.
- GS18.** Resolve interpersonal issues among employees.
- GS19.** Resolve performance bottlenecks concerning individuals and resources.
- GS20.** Guide staff towards appropriate training to improve performance and remove bottlenecks.
- GS21.** Assess resource utilisation and performance and suggest solutions to remove bottlenecks.
- GS22.** Analyse reports and take necessary action.



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- GS23.** Analyse output and delivery performance to infer bottlenecks.
- GS24.** Assess the performance of resources to see capacity utilisation.
- GS25.** Assess performance to see if there is a need for technology up-gradation or training.
- GS26.** Improve work processes by adopting global best practices.
- GS27.** Resolve recurring inter-personal or system related conflicts with colleagues that hinder service.
- GS28.** Act upon constructively on any problems as pointed out by seniors.
- GS29.** Review performance concerning requirements and compare with global peers to see prospects for technology and skill up-gradation.

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Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Analyse activity-wise operational performance</i>	12	24	-	2.5
PC1. Analyse activity-related performance metrics.	2	4	-	0.5
PC2. Review output reports for escalated cases to identify reasons.	2	4	-	-
PC3. Examine asset utilisation rates and revenue per workforce.	2	4	-	0.5
PC4. Analyse reasons for non-performance concerning each operation and department.	1	2	-	-
PC5. Analyse the trends of various output metrics like average time per case, average number of delays per week, defaults, etc., along with their reasoning, to measure operational performance.	1	2	-	0.5
PC6. Identify process improvement areas and training needs.	1	2	-	-
PC7. Ensure development and implementation of training plans according to needs.	1	2	-	0.5
PC8. Analyse resource utilisation trends to arrive at cases of under-utilisation and poor equipment management.	1	2	-	-
PC9. Develop and implement strategic action plans to increase overall worker and operational efficiency.	1	2	-	0.5
<i>Improve Employee Performance</i>	8	16	-	2.5
PC10. Confirm that the training needs of new hires, existing workforce, and supervisory staff are identified.	1	2	-	0.5
PC11. Ensure that the training calendar and content are prepared to address the training needs and are followed by the L&D team.	1	2	-	-
PC12. Identify the underperforming departments and staffs and take necessary actions to improve performance.	1	2	-	0.5

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC13. Track regular performance output concerning set goals and take corrective actions.	1	2	-	-
PC14. Establish key performance indicators and conduct performance appraisals for the team on a half-yearly/yearly basis to ensure that KRA/goals that are mutually agreed upon have been met.	1	2	-	0.5
PC15. Drive Performance Improvement Plans (PIP) for underperforming employees.	1	2	-	-
PC16. Address all employee performance problems promptly and directly per personnel policies.	1	2	-	0.5
PC17. Take necessary action in case of unethical practices, theft or fiddling with the goods.	1	2	-	0.5
<i>Provide leadership and direction</i>	10	20	-	5
PC18. Organise seminars and workshops that focus on recent developments in crisis management that are not covered in planned training.	1	2	-	0.5
PC19. Develop, implement, and manage departmental policies, procedures, standards and strategies as required.	1	2	-	0.5
PC20. Set objectives and guide and support team members in achieving them.	1	2	-	0.5
PC21. Communicate and emphasise policies and standards in line with the regulations laid down by various governing Acts.	1	2	-	0.5
PC22. Meet with staff to assess the group's overall performance, discuss ideas for improvement and update them on new developments.	1	2	-	0.5
PC23. Collaborate with HR to manage the recruitment and selection, induction/onboarding process, and probation of new hires.	1	2	-	0.5
PC24. Resolve all people management issues and challenges per established HR policies.	1	2	-	0.5
PC25. Coach and mentor new/existing employees continuously.	1	2	-	0.5

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC26. Recognise outstanding performers and create a robust reward and recognition system with HR & senior management.	1	2	-	0.5
PC27. Participate in any committees constituted by the organisation to look into issues of indiscipline/misconduct/misappropriation through departmental enquiries.	1	2	-	0.5
NOS Total	30	60	-	10

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National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9914
NOS Name	Manage operations and Employee Performance
Sector	Logistics
Sub-Sector	
Occupation	Generic
NSQF Level	6
Credits	2
Version	1.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

Qualification Pack

LSC/N9603: Profit and Loss account management and cost accounting

Description

This unit is about about Profit and loss account management and cost accounting

Scope

The scope covers the following :

- Profit and loss account management
- Analyse and minimise activity based costs

Elements and Performance Criteria

Profit and Loss account management

To be competent, the user/individual on the job must be able to:

- PC1.** Review department-wise budgets and make amendments if required.
- PC2.** Regularly track actual performance against budgeted figures to forecast future financial trends.
- PC3.** Collate and prepare annual budgets along with sales and profit targets.
- PC4.** Manage expenses carefully to ensure profitability by identifying and minimising waste.
- PC5.** Assess different revenue streams and find growth opportunities, such as pricing strategies or exploring new markets.
- PC6.** Review direct and indirect costs regularly to identify areas for cost reduction without impacting product quality or customer satisfaction.
- PC7.** Use ratios such as gross profit margin, operating margin, and net profit margin to evaluate financial performance and guide decision-making.
- PC8.** Schedule both capital and operational expenses following the budget.
- PC9.** Analyse and review the unit's overall P&L performance.
- PC10.** Analyse profitability and business performance trends department-wise.
- PC11.** Periodically analyse expenditure variances concerning the budget and the budget's physical output and performance.
- PC12.** Identify improvement areas and accordingly take corrective actions.
- PC13.** Undertake adequate risk management to meet Key Performance targets.
- PC14.** Manage and control budgets of different departments periodically to optimise financial performance.
- PC15.** Use Software like QuickBooks, Xero, or SAP to automate P&L generation and track real-time data.

Analyse and minimise activity-based costs

To be competent, the user/individual on the job must be able to:

- PC16.** Periodically review activity and department financial performance.
- PC17.** Ensure Proper allocation of overhead costs to various products or services to comprehend their true cost and profitability.

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- PC18.** Regularly track variances from standard or budgeted costs to identify inefficiencies and implement corrective actions.
- PC19.** Perform Break-Even Analysis to calculate the point at which total revenues equal total costs (no profit or loss).
- PC20.** Perform a Cost-Volume-Profit (CVP) Analysis to examine the relationships between cost, volume, and profit to analyse how changes in sales and costs affect profitability.
- PC21.** Use cost data to establish pricing strategies that ensure profitability while remaining competitive.
- PC22.** Efficiently manage inventory to minimise carrying costs, avoid stockouts, and prevent overproduction.
- PC23.** Analyse the actual cost w.r.t physical output to draw inferences.
- PC24.** Identify reasons in discussion with the department and take remedial and corrective actions wherever required.
- PC25.** Work towards rationalising the cost of the activity-wise operations to achieve higher financial goals.
- PC26.** Use Tools like Sage, Oracle NetSuite, and Microsoft Dynamics NAV to track and allocate costs.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1.** Vision, mission and values of the company.
- KU2.** Company reporting structure to support and expedite project activities.
- KU3.** Company policy and work instructions on quality standards, as well as documentation policy.
- KU4.** Importance of the individual's role in the workflow.
- KU5.** company's policy on business ethics and code of conduct.
- KU6.** Business and performance of the company.
- KU7.** Knowledge repository and various projects done by the company.
- KU8.** Occupational health and safety standards, special and dangerous goods handling, etc.
- KU9.** Procedures for dealing with loss or damage to goods.
- KU10.** Value of items handled and implications of damage/loss of the same.
- KU11.** Risk and impact of not following defined work, safety and security procedures.
- KU12.** Company policy defined TATs and output metrics for daily operations.
- KU13.** Knowledge of using Excel for cost tracking.
- KU14.** IT system and ERP system of the organisation.
- KU15.** Organisational goal for the year, as well as branch/ territory targets.
- KU16.** Process flow of service operation and understanding of basic supply chain value chain.
- KU17.** State/country taxes and routing.
- KU18.** Local and global geographies.
- KU19.** Use of enterprise resource planning software (ERP) and the MIS.
- KU20.** Use of tools for documentation: MS Excel and MS Word, etc.

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- KU21.** Basics of statistical and quantitative analysis tools.
- KU22.** Use of spreadsheets to tabulate and analyse the data.
- KU23.** Structure and implications of fees and charges involved in transportation, warehousing, processing clearances, etc.
- KU24.** Transit rules and regulations.
- KU25.** Budgeting exercises and Legal policies and regulations.
- KU26.** Procurement-related concepts like Purchase order (PO), Invoices, procedures etc.
- KU27.** Significance of team coordination to achieve revenue and productivity targets of the organisation.
- KU28.** Various techniques for performance improvement and cost accounting Knowledge of SOPs and documents required for all operational activities.

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1.** Ability to interpret the company's work instructions, Internal communications memorandums, customer requirements and quality policy.
- GS2.** Sensitise employees towards customer requirements.
- GS3.** Ability to Develop operating procedures and update them.
- GS4.** Ability to write instructions, documents and standard operating procedures.
- GS5.** Focus on customer satisfaction as a key part of the performance review.
- GS6.** Ability to Draw Inferences from the system reports and financial statements.
- GS7.** Identify reasons for variances and resolve them in discussion with the team and management.
- GS8.** Ability to Maintain records as per company policy.
- GS9.** Compare with past trends to see if it is seasonal or cyclical.
- GS10.** Identify areas that are crucial for improvement and accordingly revisit budgets.
- GS11.** Write communications, letters, etc.
- GS12.** Prepare daily reports, checklists and presentations based on data analytics and ERP reports.
- GS13.** Communicate with clients, external coordinators, and internal staff effectively.
- GS14.** Ability to motivate employees.
- GS15.** Share experiences and guide juniors and peers.
- GS16.** Assess business performance to identify the need for interventions.
- GS17.** Identify areas for improvement and accordingly suggest remedial action
- GS18.** Identify areas for budget modifications and budget cuts.
- GS19.** Decide on ways to improve performance.
- GS20.** Plan and organise performance review sessions.
- GS21.** Make an action plan for performance improvement.
- GS22.** Organise projects/ training plans for performance improvement.
- GS23.** Suggest new technologies, capital purchases, and operational strategies to enhance operational and financial performance.



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- GS24.** Analyse reasons for variances across departments.
- GS25.** Assess the financial performance and make strategic decisions regarding budgets, focus areas.
- GS26.** Motivate and ensure output to achieve financial goals.

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Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Profit and Loss account management</i>	19	38	-	7
PC1. Review department-wise budgets and make amendments if required.	2	4	-	0.5
PC2. Regularly track actual performance against budgeted figures to forecast future financial trends.	2	4	-	0.5
PC3. Collate and prepare annual budgets along with sales and profit targets.	2	4	-	0.5
PC4. Manage expenses carefully to ensure profitability by identifying and minimising waste.	2	4	-	0.5
PC5. Assess different revenue streams and find growth opportunities, such as pricing strategies or exploring new markets.	1	2	-	0.5
PC6. Review direct and indirect costs regularly to identify areas for cost reduction without impacting product quality or customer satisfaction.	1	2	-	0.5
PC7. Use ratios such as gross profit margin, operating margin, and net profit margin to evaluate financial performance and guide decision-making.	1	2	-	0.5
PC8. Schedule both capital and operational expenses following the budget.	1	2	-	0.5
PC9. Analyse and review the unit's overall P&L performance.	1	2	-	0.5
PC10. Analyse profitability and business performance trends department-wise.	1	2	-	0.5
PC11. Periodically analyse expenditure variances concerning the budget and the budget's physical output and performance.	1	2	-	0.5
PC12. Identify improvement areas and accordingly take corrective actions.	1	2	-	0.5

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC13. Undertake adequate risk management to meet Key Performance targets.	1	2	-	0.5
PC14. Manage and control budgets of different departments periodically to optimise financial performance.	1	2	-	-
PC15. Use Software like QuickBooks, Xero, or SAP to automate P&L generation and track real-time data.	1	2	-	0.5
<i>Analyse and minimise activity-based costs</i>	11	22	-	3
PC16. Periodically review activity and department financial performance.	1	2	-	0.5
PC17. Ensure Proper allocation of overhead costs to various products or services to comprehend their true cost and profitability.	1	2	-	-
PC18. Regularly track variances from standard or budgeted costs to identify inefficiencies and implement corrective actions.	1	2	-	0.5
PC19. Perform Break-Even Analysis to calculate the point at which total revenues equal total costs (no profit or loss).	1	2	-	-
PC20. Perform a Cost-Volume-Profit (CVP) Analysis to examine the relationships between cost, volume, and profit to analyse how changes in sales and costs affect profitability.	1	2	-	0.5
PC21. Use cost data to establish pricing strategies that ensure profitability while remaining competitive.	1	2	-	-
PC22. Efficiently manage inventory to minimise carrying costs, avoid stockouts, and prevent overproduction.	1	2	-	0.5
PC23. Analyse the actual cost w.r.t physical output to draw inferences.	1	2	-	-
PC24. Identify reasons in discussion with the department and take remedial and corrective actions wherever required.	1	2	-	0.5

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC25. Work towards rationalising the cost of the activity-wise operations to achieve higher financial goals.	1	2	-	-
PC26. Use Tools like Sage, Oracle NetSuite, and Microsoft Dynamics NAV to track and allocate costs.	1	2	-	0.5
NOS Total	30	60	-	10

Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9603
NOS Name	Profit and Loss account management and cost accounting
Sector	Logistics
Sub-Sector	Generic
Occupation	Generic
NSQF Level	5
Credits	2
Version	3.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

Qualification Pack

LSC/N1007: Manage multimodal operations

Description

This unit is about managing operations at a multi modal transport hub

Scope

The scope covers the following :

- Plan for multimodal operations
- Manage multimodal operations

Elements and Performance Criteria

Plan for multimodal operations

To be competent, the user/individual on the job must be able to:

- PC1.** Analyse the feasibility of multimodal transportation based on the client's requirement, type of goods, origin and destination, speed and cost
- PC2.** Check for availability of multimode transportation (air, ocean, inland waterway, rail, and road) with service providers based on product nature
- PC3.** Plan the sequential movement of goods through various modes of transportation based on timeline and priority requirements
- PC4.** Detail the plan to supervisors for execution and clarify doubts, if any
- PC5.** Connect with various modes of transporters to check their capacity and availability for trans-shipment needs
- PC6.** Coordinate with other stakeholders like port authorities, railways, Inland Container Depot (ICDs), customs officials, and airport authority for required clearances, documents and aligning timeliness for trans-shipment
- PC7.** Create clear procedures for transferring goods between different modes, focusing on timing, handling, and communication
- PC8.** Set up processes for cross-border shipments, including documentation like bills of lading, customs declarations, and tariffs
- PC9.** Develop plans to handle potential disruptions, such as delays or accidents, to ensure goods continue moving efficiently
- PC10.** Use software or manual planning to select the best combination of transport modes, considering factors like distance, cost, time, and cargo type
- PC11.** Align schedules between different transport modes to ensure smooth transfers.
- PC12.** Evaluate the total cost of multimodal transport, factoring in fuel, handling charges, terminal fees, customs duties, and mode-specific charges
- PC13.** Implement GPS, RFID, or other tracking technologies to monitor the location and status of goods in real-time across all transportation modes
- PC14.** Make sure that all modes comply with the relevant transportation laws and regulations, including weight limits, safety standards, and environmental regulations

Manage multimodal operations

Qualification Pack

To be competent, the user/individual on the job must be able to:

- PC15.** Allocate work to supervisors based on priority and review daily operations through ERP and site inspections
- PC16.** Review and approve cross-docking requests
- PC17.** Inspect transport centres, including interchange zones/facilities, for cleanliness and also check for inventory handling, resource availability, maintenance of different MHEs, etc.
- PC18.** Track key performance indicators such as on-time delivery rates, transit time, and customer satisfaction to measure the success of your multimodal operation
- PC19.** Resolve supervisors' queries and handle escalations related to inventory damage, claims management, MHE repairs, accidents, etc
- PC20.** Regularly review operations and make adjustments to routes, schedules, or partners to optimise efficiency and reduce costs
- PC21.** Extract information on business performance involving P&L analysis, turnover performance, etc

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1.** Supply chain management, process flow of service operation and the entire value chain
- KU2.** State/country taxes and routing and regarding local and global geographies
- KU3.** Use of ERP software, including Warehouse management system (WMS), Material Management System (MMS) and Transportation Management System (TMS)
- KU4.** Use of tools for documentation: MS Excel and MS Word, etc
- KU5.** Basics of statistical and quantitative analysis tools
- KU6.** Use of spreadsheets to tabulate and analyse the data
- KU7.** Structure and implications of fees and charges involved in transportation, warehousing, etc
- KU8.** Organisation structure of the company to have a better understanding of various departments and skill sets present in the company
- KU9.** Transit rules and regulations
- KU10.** Company policy defined Turnaround Time (TATs) and output metrics for daily operations
- KU11.** The capacity and usage of different MHEs
- KU12.** The usage of different information processing devices like barcode scanners, Radiofrequency identification (RFID) scanners, etc
- KU13.** Types of workplace hazards that one can encounter on the job and safe operating practices
- KU14.** The use of technology and IT systems in arranging and organising shipment movements
- KU15.** Multi-modal hub and its operations
- KU16.** Standard Operating Procedures (SOPs) and how to react in emergencies
- KU17.** The use of technology and Information Technology (IT) systems in arranging and organising shipment movements
- KU18.** Various econometric and statistical models and analyses
- KU19.** Knowledge of route management software, fleet management software and other latest tools such as GPS, Telematics, ELDs

Qualification Pack

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1.** Create work instructions, quality policies and SOPs
- GS2.** Legal policies, regulations in transportation and legal documentation part of the shipment/goods
- GS3.** Internal communications memorandums
- GS4.** Handle escalations and resolve complaints
- GS5.** Checklists and daily reports
- GS6.** Create KPIs and track the same
- GS7.** Notes about accidents, damage to components received
- GS8.** Instructions for supervisors and staff
- GS9.** Daily reports regarding updates and reviews
- GS10.** Communicate clearly with management, staff, clients and external stakeholders
- GS11.** Decide on bay allocation to different shippers
- GS12.** Provide advice and guidance to peers & juniors
- GS13.** Liaison with customers, government officials, vendors and staff
- GS14.** Take prompt action on queries raised by the customer, vendors, contractors and other external stakeholders
- GS15.** Decide on the training and technological upgrades that need
- GS16.** Analyse reports and take necessary action
- GS17.** Identify key areas that are crucial for performance improvement
- GS18.** Plan and organise review meetings with vendors and contractors
- GS19.** Organise projects/ training plans for performance improvement
- GS20.** Decide on which activity to prioritise based on clients' inputs
- GS21.** Assess delays or non-performance in daily reporting or closures
- GS22.** Resolve operational issues related to transport planning, mechanical failures, etc., either internally or by escalating to the relevant authority
- GS23.** Improve work processes by adopting global best practices
- GS24.** Analyse the resource requirement in terms of manpower, delivery vehicles, software, systems, etc., while making forecasts and plans
- GS25.** Provide suggestions and methodologies and implement them for operational activities
- GS26.** Keep a backup solution in case it is required
- GS27.** Think tactically, with attention to details
- GS28.** Design and plan layout and operations with a futuristic approach

Qualification Pack

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Plan for multimodal operations</i>	23	46	-	7
PC1. Analyse the feasibility of multimodal transportation based on the client's requirement, type of goods, origin and destination, speed and cost	2	4	-	0.5
PC2. Check for availability of multimode transportation (air, ocean, inland waterway, rail, and road) with service providers based on product nature	2	4	-	0.5
PC3. Plan the sequential movement of goods through various modes of transportation based on timeline and priority requirements	2	4	-	0.5
PC4. Detail the plan to supervisors for execution and clarify doubts, if any	2	4	-	0.5
PC5. Connect with various modes of transporters to check their capacity and availability for trans-shipment needs	2	4	-	0.5
PC6. Coordinate with other stakeholders like port authorities, railways, Inland Container Depot (ICDs), customs officials, and airport authority for required clearances, documents and aligning timeliness for trans-shipment	2	4	-	0.5
PC7. Create clear procedures for transferring goods between different modes, focusing on timing, handling, and communication	2	4	-	0.5
PC8. Set up processes for cross-border shipments, including documentation like bills of lading, customs declarations, and tariffs	2	4	-	0.5
PC9. Develop plans to handle potential disruptions, such as delays or accidents, to ensure goods continue moving efficiently	2	4	-	0.5
PC10. Use software or manual planning to select the best combination of transport modes, considering factors like distance, cost, time, and cargo type	1	2	-	0.5

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC11. Align schedules between different transport modes to ensure smooth transfers.	1	2	-	0.5
PC12. Evaluate the total cost of multimodal transport, factoring in fuel, handling charges, terminal fees, customs duties, and mode-specific charges	1	2	-	0.5
PC13. Implement GPS, RFID, or other tracking technologies to monitor the location and status of goods in real-time across all transportation modes	1	2	-	0.5
PC14. Make sure that all modes comply with the relevant transportation laws and regulations, including weight limits, safety standards, and environmental regulations	1	2	-	0.5
<i>Manage multimodal operations</i>	7	14	-	3
PC15. Allocate work to supervisors based on priority and review daily operations through ERP and site inspections	1	2	-	0.5
PC16. Review and approve cross-docking requests	1	2	-	0.5
PC17. Inspect transport centres, including interchange zones/facilities, for cleanliness and also check for inventory handling, resource availability, maintenance of different MHEs, etc.	1	2	-	0.5
PC18. Track key performance indicators such as on-time delivery rates, transit time, and customer satisfaction to measure the success of your multimodal operation	1	2	-	0.5
PC19. Resolve supervisors' queries and handle escalations related to inventory damage, claims management, MHE repairs, accidents, etc	1	2	-	0.5
PC20. Regularly review operations and make adjustments to routes, schedules, or partners to optimise efficiency and reduce costs	1	2	-	-
PC21. Extract information on business performance involving P&L analysis, turnover performance, etc	1	2	-	0.5
NOS Total	30	60	-	10



Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N1007
NOS Name	Manage multimodal operations
Sector	Logistics
Sub-Sector	Land Transportation
Occupation	Transport Operations
NSQF Level	6
Credits	2
Version	3.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

Qualification Pack

LSC/N1008: Manage hub and spoke operations

Description

This unit is about managing operations at a hub and spoke model transport hub

Scope

The scope covers the following :

- Plan Efficient Routing and Scheduling
- Manage hub and spoke operations

Elements and Performance Criteria

Plan Efficient Routing and Scheduling

To be competent, the user/individual on the job must be able to:

- PC1.** Use routing software to calculate the most efficient paths between the hub and spokes, minimising fuel consumption, travel time, and distance, considering factors such as traffic patterns, road conditions, tolls, and fuel costs
- PC2.** Plan for different types of shipments (e.g., bulk deliveries, urgent goods) to determine whether dedicated or shared routes are needed
- PC3.** Define clear delivery windows for each spoke, factoring in customer requirements or operational constraints (e.g., time-sensitive deliveries).
- PC4.** Create regular schedules for shipments (e.g., daily, weekly, or ad-hoc) to streamline operations
- PC5.** Ensure that goods from various suppliers are received on time to avoid delays at the hub
- PC6.** Implement a Transportation Management System (TMS) to monitor vehicles in real time, track deliveries, Load Optimization, and Automated Dispatching, and update the system with arrival and departure times

Manage hub and spoke operations

To be competent, the user/individual on the job must be able to:

- PC7.** Plan various activities to be executed at the hub and its associated warehouses
- PC8.** Discuss and approve the daily work plan prepared by supervisors for the execution of hub activities {sorting/ packing/ labelling/ aggregating/ break-bulk/ container loading - Less than Container Load (LCL)/ Full Container Load (FCL) / forwarding}
- PC9.** Coordinate with vendors, shippers and other stakeholders for timely action and resolution of disputes
- PC10.** Review and approve documentation for claims against damaged goods
- PC11.** Coordinate with clients in cases of delays
- PC12.** Approve requests for additional or alternate resources based on the need
- PC13.** Analyse daily reports on various hub activities and undertake preventive and corrective action
- PC14.** Ensure that inventory is well-organized at the hub to facilitate smooth sorting, packing, and loading, and implement cross-docking practices if applicable

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- PC15.** Regularly analyse performance data to identify inefficiencies, delays, or bottlenecks in the hub-and-spoke system
- PC16.** Implement corrective actions and improve processes over time to optimise overall operational efficiency
- PC17.** Ensure all hub-and-spoke transportation activities comply with local regulations and industry standards, such as vehicle weight limits, safety protocols, and labour laws (e.g., driver hours).
- PC18.** Implement safety protocols at the hub (e.g., clear signage, traffic flow management, and safety training for staff) and ensure drivers adhere to safety guidelines
- PC19.** Regularly evaluate costs associated with operating the hub-and-spoke system, including fuel, labour, vehicle maintenance, and facility overhead and identify opportunities for cost savings, such as optimising routes or consolidating shipments

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1.** Supply chain management, process flow of service operation and the entire value chain
- KU2.** State/country taxes and routing and regarding local and global geographies
- KU3.** Use of ERP software, including Warehouse management system (WMS), Material Management System (MMS) and Transportation Management System (TMS)
- KU4.** Use of tools for documentation: MS Excel and MS Word, etc
- KU5.** Basics of statistical and quantitative analysis tools
- KU6.** Use of spreadsheets to tabulate and analyse the data
- KU7.** Structure and implications of fees and charges involved in transportation, warehousing, etc
- KU8.** Organisation structure of the company to have a better understanding of various departments and skill sets present in the company
- KU9.** Transit rules and regulations
- KU10.** Company policy defined Turnaround Time (TATs) and output metrics for daily operations
- KU11.** The capacity and usage of different MHEs
- KU12.** The usage of different information processing devices like barcode scanners, Radiofrequency identification (RFID) scanners, etc
- KU13.** Types of workplace hazards that one can encounter on the job and safe operating practices
- KU14.** The use of technology and IT systems in arranging and organising shipment movements
- KU15.** Multi-modal hub and its operations
- KU16.** Standard Operating Procedures (SOPs) and how to react in emergencies
- KU17.** The use of technology and Information Technology (IT) systems in arranging and organising shipment movements
- KU18.** Various econometric and statistical models and analyses
- KU19.** Knowledge of route management software, fleet management software and other latest tools such as GPS, Telematics, ELDs

Generic Skills (GS)

Qualification Pack

User/individual on the job needs to know how to:

- GS1.** Create work instructions, quality policies and SOPs
- GS2.** Legal policies, regulations in transportation and legal documentation part of the shipment/goods
- GS3.** Internal communications memorandums
- GS4.** Handle escalations and resolve complaints
- GS5.** Checklists and daily reports
- GS6.** Create KPIs and track the same
- GS7.** Notes about accidents, damage to components received
- GS8.** Instructions for supervisors and staff
- GS9.** Daily reports regarding updates and reviews
- GS10.** Communicate clearly with management, staff, clients and external stakeholders
- GS11.** Decide on bay allocation to different shippers
- GS12.** Provide advice and guidance to peers & juniors
- GS13.** Liaison with customers, government officials, vendors and staff
- GS14.** Take prompt action on queries raised by the customer, vendors, contractors and other external stakeholders
- GS15.** Decide on the training and technological upgrades that need
- GS16.** Analyse reports and take necessary action
- GS17.** Identify key areas that are crucial for performance improvement
- GS18.** Plan and organise review meetings with vendors and contractors
- GS19.** Organise projects/ training plans for performance improvement
- GS20.** Decide on which activity to prioritise based on clients' inputs
- GS21.** Assess delays or non-performance in daily reporting or closures
- GS22.** Resolve operational issues related to transport planning, mechanical failures, etc., either internally or by escalating to the relevant authority
- GS23.** Improve work processes by adopting global best practices
- GS24.** Analyse the resource requirement in terms of manpower, delivery vehicles, software, systems, etc., while making forecasts and plans
- GS25.** Provide suggestions and methodologies and implement them for operational activities
- GS26.** Keep a backup solution in case it is required
- GS27.** Think tactically, with attention to details
- GS28.** Design and plan layout and operations with a futuristic approach

Qualification Pack

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Plan Efficient Routing and Scheduling</i>	6	12	-	3
PC1. Use routing software to calculate the most efficient paths between the hub and spokes, minimising fuel consumption, travel time, and distance, considering factors such as traffic patterns, road conditions, tolls, and fuel costs	1	2	-	1
PC2. Plan for different types of shipments (e.g., bulk deliveries, urgent goods) to determine whether dedicated or shared routes are needed	1	2	-	-
PC3. Define clear delivery windows for each spoke, factoring in customer requirements or operational constraints (e.g., time-sensitive deliveries).	1	2	-	1
PC4. Create regular schedules for shipments (e.g., daily, weekly, or ad-hoc) to streamline operations	1	2	-	-
PC5. Ensure that goods from various suppliers are received on time to avoid delays at the hub	1	2	-	1
PC6. Implement a Transportation Management System (TMS) to monitor vehicles in real time, track deliveries, Load Optimization, and Automated Dispatching, and update the system with arrival and departure times	1	2	-	-
<i>Manage hub and spoke operations</i>	24	48	-	7
PC7. Plan various activities to be executed at the hub and its associated warehouses	1	2	-	1
PC8. Discuss and approve the daily work plan prepared by supervisors for the execution of hub activities {sorting/ packing/ labelling/ aggregating/ break-bulk/ container loading - Less than Container Load (LCL)/ Full Container Load (FCL) / forwarding}	1	2	-	-
PC9. Coordinate with vendors, shippers and other stakeholders for timely action and resolution of disputes	2	4	-	1
PC10. Review and approve documentation for claims against damaged goods	2	4	-	-

Qualification Pack

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC11. Coordinate with clients in cases of delays	2	4	-	1
PC12. Approve requests for additional or alternate resources based on the need	2	4	-	-
PC13. Analyse daily reports on various hub activities and undertake preventive and corrective action	2	4	-	1
PC14. Ensure that inventory is well-organized at the hub to facilitate smooth sorting, packing, and loading, and implement cross-docking practices if applicable	2	4	-	-
PC15. Regularly analyse performance data to identify inefficiencies, delays, or bottlenecks in the hub-and-spoke system	2	4	-	1
PC16. Implement corrective actions and improve processes over time to optimise overall operational efficiency	2	4	-	-
PC17. Ensure all hub-and-spoke transportation activities comply with local regulations and industry standards, such as vehicle weight limits, safety protocols, and labour laws (e.g., driver hours).	2	4	-	1
PC18. Implement safety protocols at the hub (e.g., clear signage, traffic flow management, and safety training for staff) and ensure drivers adhere to safety guidelines	2	4	-	-
PC19. Regularly evaluate costs associated with operating the hub-and-spoke system, including fuel, labour, vehicle maintenance, and facility overhead and identify opportunities for cost savings, such as optimising routes or consolidating shipments	2	4	-	1
NOS Total	30	60	-	10

Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N1008
NOS Name	Manage hub and spoke operations
Sector	Logistics
Sub-Sector	Warehousing (Storage & Packaging)
Occupation	Warehousing Operations
NSQF Level	6
Credits	2
Version	3.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQF Clearance Date	07/10/2025

Qualification Pack

LSC/N1016: Monitor and Coordinate fleet management operations

Description

This OS unit is about facilitating fleet management operations.

Scope

The scope covers the following :

- Fleet Acquisition & Planning
- Manage fleet operations
- Sustainability & Environmental Considerations

Elements and Performance Criteria

Fleet Acquisition & Planning

To be competent, the user/individual on the job must be able to:

- PC1.** Evaluate the transportation needs based on the type of goods to be delivered (e.g., perishable goods, heavy machinery, small packages) and determine the appropriate vehicle types (trucks, vans, specialised vehicles).
- PC2.** Work with procurement teams to acquire vehicles by researching and selecting the best vehicles based on cost, fuel efficiency, capacity, and maintenance needs.
- PC3.** Decide whether to lease or purchase vehicles based on financial considerations, such as cash flow, asset management, and long-term operational goals.
- PC4.** Implement a fleet management system or software to track maintenance schedules, service history, and vehicle conditions.
- PC5.** Train drivers on best safety practices, including handling cargo, safe driving techniques, and emergency procedures.

Manage fleet operations

To be competent, the user/individual on the job must be able to:

- PC6.** Ensure all vehicles undergo regular preventive maintenance to reduce breakdowns and extend vehicle lifespan. This includes oil changes, tyre rotations, brake inspections, etc.
- PC7.** Ensure that vehicles meet safety standards and regulatory requirements (e.g., DOT inspections, weight limits). Perform routine safety checks on tyres, brakes, lights, and other critical components.
- PC8.** Optimise vehicle routes to reduce fuel consumption, time, and overall operational costs.
- PC9.** Monitor how often each vehicle is used and ensure the fleet is being utilised to its full potential.
- PC10.** Avoid underutilised vehicles while preventing the overuse of others.
- PC11.** Make sure that vehicles carry full loads whenever possible, ensuring that deliveries are made efficiently.
- PC12.** Track driver behaviour (speeding, harsh braking, idling time) through GPS or telematics systems and address any performance issues to ensure safety and fuel efficiency.

Qualification Pack

- PC13.** Use fleet management software to track fuel usage and detect inefficiency (e.g., excessive idling and poor driving habits).
- PC14.** Continuously evaluate the total cost of ownership for each vehicle in the fleet, considering factors like fuel efficiency, maintenance, insurance, and depreciation.
- PC15.** Ensure that all vehicles meet local, national, and international regulations regarding weight, emissions, and roadworthiness (e.g., compliance with environmental standards and safety regulations).
- PC16.** Implement ELDs (Electronic Logging Devices) to monitor and enforce compliance with driver working hours and rest periods and ensure accurate reporting for regulatory compliance.
- PC17.** Use data collected from telematics and fleet management systems to make informed decisions about vehicle purchases, route planning, and driver management.
- PC18.** Implement a system to report and track accidents or incidents involving the fleet. Investigate the root causes and take corrective action to prevent future occurrences.
- PC19.** Track key performance indicators (KPIs) such as on-time deliveries, fuel efficiency, vehicle downtime, and cost per mile/km.

Sustainability & Environmental Considerations

To be competent, the user/individual on the job must be able to:

- PC20.** Implement green practices such as promoting fuel-efficient driving habits, reducing idling times, and exploring the use of alternative fuel vehicles (electric, hybrid, or compressed natural gas).
- PC21.** Monitor the fleet's carbon footprint and take steps to reduce emissions, potentially integrating electric vehicles or hybrid options to reduce environmental impact.
- PC22.** Ensure that the fleet is compliant with environmental regulations regarding emissions and noise pollution.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1.** Supply chain management, process flow of service operation and the entire value chain
- KU2.** State/country taxes and routing and regarding local and global geographies
- KU3.** Use of ERP software, including Warehouse management system (WMS), Material Management System (MMS) and Transportation Management System (TMS)
- KU4.** Use of tools for documentation: MS Excel and MS Word, etc
- KU5.** Basics of statistical and quantitative analysis tools
- KU6.** Use of spreadsheets to tabulate and analyse the data
- KU7.** Structure and implications of fees and charges involved in transportation, warehousing, etc
- KU8.** Organisation structure of the company to have a better understanding of various departments and skill sets present in the company
- KU9.** Transit rules and regulations
- KU10.** Company policy defined Turnaround Time (TATs) and output metrics for daily operations
- KU11.** The capacity and usage of different MHEs
- KU12.** The usage of different information processing devices like barcode scanners, Radiofrequency identification (RFID) scanners, etc

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- KU13.** Types of workplace hazards that one can encounter on the job and safe operating practices
- KU14.** The use of technology and IT systems in arranging and organising shipment movements
- KU15.** Multi-modal hub and its operations
- KU16.** Standard Operating Procedures (SOPs) and how to react in emergencies
- KU17.** The use of technology and Information Technology (IT) systems in arranging and organising shipment movements
- KU18.** Various econometric and statistical models and analyses
- KU19.** Knowledge of route management software, fleet management software and other latest tools such as GPS, Telematics, ELDs

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1.** Create work instructions, quality policies and SOPs
- GS2.** Legal policies, regulations in transportation and legal documentation part of the shipment/goods
- GS3.** Internal communications memorandums
- GS4.** Handle escalations and resolve complaints
- GS5.** Checklists and daily reports
- GS6.** Create KPIs and track the same
- GS7.** Notes about accidents, damage to components received
- GS8.** Instructions for supervisors and staff
- GS9.** Daily reports regarding updates and reviews
- GS10.** Communicate clearly with management, staff, clients and external stakeholders
- GS11.** Decide on bay allocation to different shippers
- GS12.** Provide advice and guidance to peers & juniors
- GS13.** Liaison with customers, government officials, vendors and staff
- GS14.** Take prompt action on queries raised by the customer, vendors, contractors and other external stakeholders
- GS15.** Decide on the training and technological upgrades that need
- GS16.** Analyse reports and take necessary action
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- GS20.** Decide on which activity to prioritise based on clients' inputs
- GS21.** Assess delays or non-performance in daily reporting or closures
- GS22.** Resolve operational issues related to transport planning, mechanical failures, etc., either internally or by escalating to the relevant authority
- GS23.** Improve work processes by adopting global best practices
- GS24.** Analyse the resource requirement in terms of manpower, delivery vehicles, software, systems, etc., while making forecasts and plans



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- GS25.** Provide suggestions and methodologies and implement them for operational activities
- GS26.** Keep a backup solution in case it is required
- GS27.** Think tactically, with attention to details
- GS28.** Design and plan layout and operations with a futuristic approach

Qualification Pack

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Fleet Acquisition & Planning</i>	10	20	-	2.5
PC1. Evaluate the transportation needs based on the type of goods to be delivered (e.g., perishable goods, heavy machinery, small packages) and determine the appropriate vehicle types (trucks, vans, specialised vehicles).	2	4	-	0.5
PC2. Work with procurement teams to acquire vehicles by researching and selecting the best vehicles based on cost, fuel efficiency, capacity, and maintenance needs.	2	4	-	0.5
PC3. Decide whether to lease or purchase vehicles based on financial considerations, such as cash flow, asset management, and long-term operational goals.	2	4	-	0.5
PC4. Implement a fleet management system or software to track maintenance schedules, service history, and vehicle conditions.	2	4	-	0.5
PC5. Train drivers on best safety practices, including handling cargo, safe driving techniques, and emergency procedures.	2	4	-	0.5
<i>Manage fleet operations</i>	17	34	-	6.5
PC6. Ensure all vehicles undergo regular preventive maintenance to reduce breakdowns and extend vehicle lifespan. This includes oil changes, tyre rotations, brake inspections, etc.	2	4	-	0.5
PC7. Ensure that vehicles meet safety standards and regulatory requirements (e.g., DOT inspections, weight limits). Perform routine safety checks on tyres, brakes, lights, and other critical components.	2	4	-	0.5
PC8. Optimise vehicle routes to reduce fuel consumption, time, and overall operational costs.	2	4	-	0.5
PC9. Monitor how often each vehicle is used and ensure the fleet is being utilised to its full potential.	1	2	-	0.5

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC10. Avoid underutilised vehicles while preventing the overuse of others.	1	2	-	0.5
PC11. Make sure that vehicles carry full loads whenever possible, ensuring that deliveries are made efficiently.	1	2	-	0.5
PC12. Track driver behaviour (speeding, harsh braking, idling time) through GPS or telematics systems and address any performance issues to ensure safety and fuel efficiency.	1	2	-	0.5
PC13. Use fleet management software to track fuel usage and detect inefficiency (e.g., excessive idling and poor driving habits).	1	2	-	0.5
PC14. Continuously evaluate the total cost of ownership for each vehicle in the fleet, considering factors like fuel efficiency, maintenance, insurance, and depreciation.	1	2	-	0.5
PC15. Ensure that all vehicles meet local, national, and international regulations regarding weight, emissions, and roadworthiness (e.g., compliance with environmental standards and safety regulations).	1	2	-	0.5
PC16. Implement ELDs (Electronic Logging Devices) to monitor and enforce compliance with driver working hours and rest periods and ensure accurate reporting for regulatory compliance.	1	2	-	0.5
PC17. Use data collected from telematics and fleet management systems to make informed decisions about vehicle purchases, route planning, and driver management.	1	2	-	0.5
PC18. Implement a system to report and track accidents or incidents involving the fleet. Investigate the root causes and take corrective action to prevent future occurrences.	1	2	-	0.5
PC19. Track key performance indicators (KPIs) such as on-time deliveries, fuel efficiency, vehicle downtime, and cost per mile/km.	1	2	-	-
<i>Sustainability & Environmental Considerations</i>	3	6	-	1

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC20. Implement green practices such as promoting fuel-efficient driving habits, reducing idling times, and exploring the use of alternative fuel vehicles (electric, hybrid, or compressed natural gas).	1	2	-	0.5
PC21. Monitor the fleet's carbon footprint and take steps to reduce emissions, potentially integrating electric vehicles or hybrid options to reduce environmental impact.	1	2	-	-
PC22. Ensure that the fleet is compliant with environmental regulations regarding emissions and noise pollution.	1	2	-	0.5
NOS Total	30	60	-	10

Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N1016
NOS Name	Monitor and Coordinate fleet management operations
Sector	Logistics
Sub-Sector	
Occupation	Transport Operations, Vehicle Operations, Documentation and Reporting
NSQF Level	6
Credits	2
Version	1.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

Qualification Pack

LSC/N9911: Follow health, safety, security procedures and maintain integrity, ethics at workplace

Description

This unit deals in detail with application of health, safety, security procedures at workplace and maintaining integrity, ensuring data security, professional and ethical practice.

Scope

The scope covers the following :

- Follow health, safety and security measures during all activities
- Maintain a healthy and hygienic workplace
- Handle emergency situations
- Maintain integrity and ensure data security
- Professional and ethical practice
- Ensure regulatory compliance

Elements and Performance Criteria

Follow health, safety and security measures during all activities

To be competent, the user/individual on the job must be able to:

- PC1.** Comply with safety regulations and procedures to avoid fire hazards, biohazards, etc.
- PC2.** Wear all safety equipment including protective gear, helmets etc., in relevant bay areas.
- PC3.** Follow organisation procedures concerning documentation.
- PC4.** Recognise unsafe workplace conditions and safety practices and report them to concerned authorities.

Maintain a healthy and hygienic workplace

To be competent, the user/individual on the job must be able to:

- PC5.** Ensure that the work area and supplies are organised and cleaned regularly.
- PC6.** Comply with data safety regulations of the organisation and follow clear worktable area policy.
- PC7.** Maintain personal hygiene and wash hands regularly using soap and water or alcohol-based sanitizer.
- PC8.** Undertake periodical preventive health check-ups.
- PC9.** Participate in fire drills and follow 5S at workplace.

Handle emergency situations

To be competent, the user/individual on the job must be able to:

- PC10.** Act immediately during emergencies and move to safety.
- PC11.** Provide first aid to affected victims e.g., in case of bleeding, burns, choking, electric shock, poisoning etc.
- PC12.** In case of fire, follow fire safety practices taught during fire drills.
- PC13.** Follow procedures to rescue victims of fire without endangering self.

Qualification Pack

Maintain integrity and ensure data security

To be competent, the user/individual on the job must be able to:

- PC14.** Refrain from indulging in corrupt practices.
- PC15.** Protect customers' information and ensure acquired information is not used for personal advantage.
- PC16.** Protect data and information related to business or commercial decisions.

Professional and ethical practice

To be competent, the user/individual on the job must be able to:

- PC17.** Sensitize the workforce towards ethical behaviour in the workplace and performing jobs with integrity.
- PC18.** Conduct regular reviews, check reports for unethical behaviour and corrupt practices and promptly report all violations of the code of ethics.
- PC19.** Consult senior management when in an ethical dilemma.

Ensure regulatory compliance

To be competent, the user/individual on the job must be able to:

- PC20.** Check that documentation concerning operations is up to date and in accordance with the regulations.
- PC21.** Coordinate with regulatory authorities and assist in inspections and clearances.
- PC22.** Report any issues with regulatory compliance.

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1.** Company's policies on the use of language, Human Resources policies, code of ethics and business
- KU2.** Company's whistle-blower policy and rules related to sexual harassment
- KU3.** Company's reporting structure and documentation policy
- KU4.** Principles of code of ethics and business ethics
- KU5.** Different regulations and acts that are applicable for the sub-sector and logistics sector as a whole
- KU6.** The documentary compliance required for different type of products for Health Safety and Environment (HSE) practices
- KU7.** Relevant Occupational Health and Safety (OHS) regulations
- KU8.** Enterprise /site emergency procedures and techniques
- KU9.** Procedures for recording, reporting and maintenance of workplace safety and hygiene
- KU10.** Health and safety hazards commonly present in the work environment and related precautions
- KU11.** Possible causes of risk, hazard or accident in the workplace
- KU12.** Where to find all the general health and safety equipment in the workplace
- KU13.** Various dangers associated with the use of electrical equipment
- KU14.** Preventative and remedial actions to be taken in the case of exposure to toxic materials
- KU15.** Importance of using protective clothing/equipment while working

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- KU16.** Various causes of fire and precautionary activities to prevent the fire accident
- KU17.** Different methods of extinguishing fire and techniques of using the different fire extinguishers
- KU18.** Rescue techniques applied during a fire hazard and safe lifting and carrying practices
- KU19.** Various types of safety signs and their meaning
- KU20.** Appropriate basic first aid treatment relevant to the condition e.g., shock, electrical shock, bleeding, breaks to bones, minor burns, resuscitation, poisoning, eye injuries

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1.** Read policy documents, work-related documents, various acts and regulations
- GS2.** Write instructions, communications to internal staff, emails and letters, and reports
- GS3.** Interact with internal and external stakeholders
- GS4.** Communicate with peers and subordinates
- GS5.** Take appropriate action in a vulnerable situation
- GS6.** Identify breaches and take necessary actions
- GS7.** Identify the documentary requirement for a specific product or regulation and take necessary action
- GS8.** Plan and organise steps/ actions as per the company's guidelines, if any violation of the code of ethics is noticed in the company
- GS9.** Plan and organise training sessions and sensitisation sessions for workforce
- GS10.** Plan review meetings to monitor compliance with ethics and regulations
- GS11.** Prevent company and customer information leakage
- GS12.** Provide proper advice or guidance to colleagues to deal with sensitive issues
- GS13.** Suggest solutions to managers and workers when in an ethical dilemma
- GS14.** Identify conflict of interests and take necessary actions
- GS15.** Review reports to identify common trends of defaults
- GS16.** Conduct a review to analyse the reasons for the default
- GS17.** Check that all regulatory compliances are adhered to
- GS18.** Check that any unethical behaviour gets captured before damage or negative impact happens
- GS19.** Write Health and safety compliance report
- GS20.** Interpret general health and safety guidelines
- GS21.** Communicate general health and safety guidelines to co-workers
- GS22.** Decide on the corrective action to be taken in case of any potential hazards

Qualification Pack

Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Follow health, safety and security measures during all activities</i>	6	10	-	2
PC1. Comply with safety regulations and procedures to avoid fire hazards, biohazards, etc.	1	2	-	-
PC2. Wear all safety equipment including protective gear, helmets etc., in relevant bay areas.	2	3	-	1
PC3. Follow organisation procedures concerning documentation.	1	2	-	-
PC4. Recognise unsafe workplace conditions and safety practices and report them to concerned authorities.	2	3	-	1
<i>Maintain a healthy and hygienic workplace</i>	5	14	-	3
PC5. Ensure that the work area and supplies are organised and cleaned regularly.	1	3	-	1
PC6. Comply with data safety regulations of the organisation and follow clear worktable area policy.	1	3	-	-
PC7. Maintain personal hygiene and wash hands regularly using soap and water or alcohol-based sanitizer.	1	2	-	1
PC8. Undertake periodical preventive health check-ups.	1	3	-	1
PC9. Participate in fire drills and follow 5S at workplace.	1	3	-	-
<i>Handle emergency situations</i>	6	9	-	2
PC10. Act immediately during emergencies and move to safety.	2	2	-	1
PC11. Provide first aid to affected victims e.g., in case of bleeding, burns, choking, electric shock, poisoning etc.	1	2	-	-

Qualification Pack

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC12. In case of fire, follow fire safety practices taught during fire drills.	2	3	-	-
PC13. Follow procedures to rescue victims of fire without endangering self.	1	2	-	1
<i>Maintain integrity and ensure data security</i>	4	8	-	-
PC14. Refrain from indulging in corrupt practices.	2	3	-	-
PC15. Protect customers' information and ensure acquired information is not used for personal advantage.	1	2	-	-
PC16. Protect data and information related to business or commercial decisions.	1	3	-	-
<i>Professional and ethical practice</i>	4	8	-	1
PC17. Sensitize the workforce towards ethical behaviour in the workplace and performing jobs with integrity.	1	2	-	-
PC18. Conduct regular reviews, check reports for unethical behaviour and corrupt practices and promptly report all violations of the code of ethics.	2	4	-	1
PC19. Consult senior management when in an ethical dilemma.	1	2	-	-
<i>Ensure regulatory compliance</i>	5	11	-	2
PC20. Check that documentation concerning operations is up to date and in accordance with the regulations.	1	3	-	-
PC21. Coordinate with regulatory authorities and assist in inspections and clearances.	2	4	-	1
PC22. Report any issues with regulatory compliance.	2	4	-	1
NOS Total	30	60	-	10

Qualification Pack

National Occupational Standards (NOS) Parameters

NOS Code	LSC/N9911
NOS Name	Follow health, safety, security procedures and maintain integrity, ethics at workplace
Sector	Logistics
Sub-Sector	Generic
Occupation	Generic
NSQF Level	6
Credits	1
Version	1.0
Last Reviewed Date	07/10/2025
Next Review Date	07/10/2028
NSQC Clearance Date	07/10/2025

Qualification Pack

DGT/VSQ/N0103: Employability Skills (90 Hours)

Description

This unit is about employability skills, Constitutional values, becoming a professional in the 21st Century, digital, financial, and legal literacy, diversity and Inclusion, English and communication skills, customer service, entrepreneurship, and apprenticeship, getting ready for jobs and career development.

Scope

The scope covers the following :

- Introduction to Employability Skills
- Constitutional values - Citizenship
- Becoming a Professional in the 21st Century
- Basic English Skills
- Career Development & Goal Setting
- Communication Skills
- Diversity & Inclusion
- Financial and Legal Literacy
- Essential Digital Skills
- Entrepreneurship
- Customer Service
- Getting ready for Apprenticeship & Jobs

Elements and Performance Criteria

Introduction to Employability Skills

To be competent, the user/individual on the job must be able to:

- PC1.** understand the significance of employability skills in meeting the current job market requirement and future of work
- PC2.** identify and explore learning and employability relevant portals
- PC3.** research about the different industries, job market trends, latest skills required and the available opportunities

Constitutional values - Citizenship

To be competent, the user/individual on the job must be able to:

- PC4.** recognize the significance of constitutional values, including civic rights and duties, citizenship, responsibility towards society etc. and personal values and ethics such as honesty, integrity, caring and respecting others, etc.
- PC5.** follow environmentally sustainable practices

Becoming a Professional in the 21st Century

To be competent, the user/individual on the job must be able to:

- PC6.** recognize the significance of 21st Century Skills for employment

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- PC7.** practice the 21st Century Skills such as Self-Awareness, Behaviour Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn for continuous learning etc. in personal and professional life
- PC8.** adopt a continuous learning mindset for personal and professional development

Basic English Skills

To be competent, the user/individual on the job must be able to:

- PC9.** use basic English for everyday conversation in different contexts, in person and over the telephone
- PC10.** read and understand routine information, notes, instructions, mails, letters etc. written in English
- PC11.** write short messages, notes, letters, e-mails etc. in English

Career Development & Goal Setting

To be competent, the user/individual on the job must be able to:

- PC12.** identify career goals based on the skills, interests, knowledge, and personal attributes
- PC13.** prepare a career development plan with short- and long-term goals

Communication Skills

To be competent, the user/individual on the job must be able to:

- PC14.** follow verbal and non-verbal communication etiquette while communicating in professional and public settings
- PC15.** use active listening techniques for effective communication
- PC16.** communicate in writing using appropriate style and format based on formal or informal requirements
- PC17.** work collaboratively with others in a team

Diversity & Inclusion

To be competent, the user/individual on the job must be able to:

- PC18.** communicate and behave appropriately with all genders and PwD
- PC19.** escalate any issues related to sexual harassment at workplace according to POSH Act

Financial and Legal Literacy

To be competent, the user/individual on the job must be able to:

- PC20.** identify and select reliable institutions for various financial products and services such as bank account, debit and credit cards, loans, insurance etc.
- PC21.** carry out offline and online financial transactions, safely and securely, using various methods and check the entries in the passbook
- PC22.** identify common components of salary and compute income, expenses, taxes, investments etc
- PC23.** identify relevant rights and laws and use legal aids to fight against legal exploitation

Essential Digital Skills

To be competent, the user/individual on the job must be able to:

- PC24.** operate digital devices and use their features and applications securely and safely
- PC25.** 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.
- PC26.** display responsible online behaviour while using various social media platforms

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- PC27.** create a personal email account, send and process received messages as per requirement
- PC28.** carry out basic procedures in documents, spreadsheets and presentations using respective and appropriate applications
- PC29.** utilize virtual collaboration tools to work effectively

Entrepreneurship

To be competent, the user/individual on the job must be able to:

- PC30.** identify different types of Entrepreneurship and Enterprises and assess opportunities for potential business through research
- PC31.** develop a business plan and a work model, considering the 4Ps of Marketing Product, Price, Place and Promotion
- PC32.** identify sources of funding, anticipate, and mitigate any financial/ legal hurdles for the potential business opportunity

Customer Service

To be competent, the user/individual on the job must be able to:

- PC33.** identify different types of customers and ways to communicate with them
- PC34.** identify and respond to customer requests and needs in a professional manner
- PC35.** use appropriate tools to collect customer feedback
- PC36.** follow appropriate hygiene and grooming standards

Getting ready for apprenticeship & Jobs

To be competent, the user/individual on the job must be able to:

- PC37.** create a professional Curriculum vitae (Résumé)
- PC38.** search for suitable jobs using reliable offline and online sources such as Employment exchange, recruitment agencies, newspapers etc. and job portals, respectively
- PC39.** apply to identified job openings using offline /online methods as per requirement
- PC40.** answer questions politely, with clarity and confidence, during recruitment and selection
- PC41.** identify apprenticeship opportunities and register for it as per guidelines and requirements

Knowledge and Understanding (KU)

The individual on the job needs to know and understand:

- KU1.** need for employability skills and different learning and employability related portals
- KU2.** various constitutional and personal values
- KU3.** different environmentally sustainable practices and their importance
- KU4.** Twenty first (21st) century skills and their importance
- KU5.** how to use English language for effective verbal (face to face and telephonic) and written communication in formal and informal set up
- KU6.** importance of career development and setting long- and short-term goals
- KU7.** about effective communication
- KU8.** POSH Act
- KU9.** Gender sensitivity and inclusivity
- KU10.** different types of financial institutes, products, and services

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- KU11.** components of salary and how to compute income and expenditure
- KU12.** importance of maintaining safety and security in offline and online financial transactions
- KU13.** different legal rights and laws
- KU14.** different types of digital devices and the procedure to operate them safely and securely
- KU15.** how to create and operate an e- mail account
- KU16.** use applications such as word processors, spreadsheets etc.
- KU17.** how to identify business opportunities
- KU18.** types and needs of customers
- KU19.** how to apply for a job and prepare for an interview
- KU20.** apprenticeship scheme and the process of registering on apprenticeship portal

Generic Skills (GS)

User/individual on the job needs to know how to:

- GS1.** read and write different types of documents/instructions/correspondence in English and other languages
- GS2.** communicate effectively using appropriate language in formal and informal settings
- GS3.** behave politely and appropriately with all to maintain effective work relationship
- GS4.** how to work in a virtual mode, using various technological platforms
- GS5.** perform calculations efficiently
- GS6.** solve problems effectively
- GS7.** pay attention to details
- GS8.** manage time efficiently
- GS9.** maintain hygiene and sanitization to avoid infection

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Assessment Criteria

Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
<i>Introduction to Employability Skills</i>	1	1	-	-
PC1. understand the significance of employability skills in meeting the current job market requirement and future of work	-	-	-	-
PC2. identify and explore learning and employability relevant portals	-	-	-	-
PC3. research about the different industries, job market trends, latest skills required and the available opportunities	-	-	-	-
<i>Constitutional values - Citizenship</i>	1	1	-	-
PC4. recognize the significance of constitutional values, including civic rights and duties, citizenship, responsibility towards society etc. and personal values and ethics such as honesty, integrity, caring and respecting others, etc.	-	-	-	-
PC5. follow environmentally sustainable practices	-	-	-	-
<i>Becoming a Professional in the 21st Century</i>	1	3	-	-
PC6. recognize the significance of 21st Century Skills for employment	-	-	-	-
PC7. practice the 21st Century Skills such as Self-Awareness, Behaviour Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn for continuous learning etc. in personal and professional life	-	-	-	-
PC8. adopt a continuous learning mindset for personal and professional development	-	-	-	-
<i>Basic English Skills</i>	3	4	-	-
PC9. use basic English for everyday conversation in different contexts, in person and over the telephone	-	-	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC10. read and understand routine information, notes, instructions, mails, letters etc. written in English	-	-	-	-
PC11. write short messages, notes, letters, e-mails etc. in English	-	-	-	-
<i>Career Development & Goal Setting</i>	1	2	-	-
PC12. identify career goals based on the skills, interests, knowledge, and personal attributes	-	-	-	-
PC13. prepare a career development plan with short- and long-term goals	-	-	-	-
<i>Communication Skills</i>	2	2	-	-
PC14. follow verbal and non-verbal communication etiquette while communicating in professional and public settings	-	-	-	-
PC15. use active listening techniques for effective communication	-	-	-	-
PC16. communicate in writing using appropriate style and format based on formal or informal requirements	-	-	-	-
PC17. work collaboratively with others in a team	-	-	-	-
<i>Diversity & Inclusion</i>	1	1	-	-
PC18. communicate and behave appropriately with all genders and PwD	-	-	-	-
PC19. escalate any issues related to sexual harassment at workplace according to POSH Act	-	-	-	-
<i>Financial and Legal Literacy</i>	2	3	-	-
PC20. identify and select reliable institutions for various financial products and services such as bank account, debit and credit cards, loans, insurance etc.	-	-	-	-
PC21. carry out offline and online financial transactions, safely and securely, using various methods and check the entries in the passbook	-	-	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC22. identify common components of salary and compute income, expenses, taxes, investments etc	-	-	-	-
PC23. identify relevant rights and laws and use legal aids to fight against legal exploitation	-	-	-	-
<i>Essential Digital Skills</i>	3	5	-	-
PC24. operate digital devices and use their features and applications securely and safely	-	-	-	-
PC25. 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.	-	-	-	-
PC26. display responsible online behaviour while using various social media platforms	-	-	-	-
PC27. create a personal email account, send and process received messages as per requirement	-	-	-	-
PC28. carry out basic procedures in documents, spreadsheets and presentations using respective and appropriate applications	-	-	-	-
PC29. utilize virtual collaboration tools to work effectively	-	-	-	-
<i>Entrepreneurship</i>	2	3	-	-
PC30. identify different types of Entrepreneurship and Enterprises and assess opportunities for potential business through research	-	-	-	-
PC31. develop a business plan and a work model, considering the 4Ps of Marketing Product, Price, Place and Promotion	-	-	-	-
PC32. identify sources of funding, anticipate, and mitigate any financial/ legal hurdles for the potential business opportunity	-	-	-	-
<i>Customer Service</i>	1	2	-	-
PC33. identify different types of customers and ways to communicate with them	-	-	-	-

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Assessment Criteria for Outcomes	Theory Marks	Practical Marks	Project Marks	Viva Marks
PC34. identify and respond to customer requests and needs in a professional manner	-	-	-	-
PC35. use appropriate tools to collect customer feedback	-	-	-	-
PC36. follow appropriate hygiene and grooming standards	-	-	-	-
<i>Getting ready for apprenticeship & Jobs</i>	2	3	-	-
PC37. create a professional Curriculum vitae (Résumé)	-	-	-	-
PC38. search for suitable jobs using reliable offline and online sources such as Employment exchange, recruitment agencies, newspapers etc. and job portals, respectively	-	-	-	-
PC39. apply to identified job openings using offline /online methods as per requirement	-	-	-	-
PC40. answer questions politely, with clarity and confidence, during recruitment and selection	-	-	-	-
PC41. identify apprenticeship opportunities and register for it as per guidelines and requirements	-	-	-	-
NOS Total	20	30	-	-

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National Occupational Standards (NOS) Parameters

NOS Code	DGT/VSQ/N0103
NOS Name	Employability Skills (90 Hours)
Sector	Cross Sectoral
Sub-Sector	Professional Skills
Occupation	Employability
NSQF Level	5
Credits	3
Version	1.0
Last Reviewed Date	18/12/2025
Next Review Date	18/12/2028
NSQC Clearance Date	18/12/2025

Assessment Guidelines and Assessment Weightage

Assessment Guidelines

1. Criteria for assessment for each Qualification Pack will be created by the Sector Skill Council. Each Element/ Performance Criteria (PC) will be assigned marks proportional to its importance in NOS. SSC will also lay down proportion of marks for Theory and Skills Practical for each Element/ PC.
2. The assessment for the theory part will be based on knowledge bank of questions validated and approved by the SSC.
3. Individual assessment agencies will create unique question papers for theory part for each candidate at each examination/training center (as per assessment criteria below).
4. Individual assessment agencies will create unique evaluations for skill practical for every student at each examination/ training center based on these criteria.
5. 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.
6. In case of unsuccessful completion, the trainee may seek reassessment on the Qualification Pack.

Minimum Aggregate Passing % at QP Level : 70

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(Please note: Every Trainee should score a minimum aggregate passing percentage as specified above, to successfully clear the Qualification Pack assessment.)

Minimum Passing % at NOS Level: 50

(Please note: A Trainee must score the minimum percentage for each NOS separately as well as on the QP as a whole.)

Assessment Weightage

Compulsory NOS

National Occupational Standards	Theory Marks	Practical Marks	Project Marks	Viva Marks	Total Marks	Weightage
LSC/N9601.Review and facilitate daily operations	30	60	-	10	100	10
LSC/N9701.Manage Business and stakeholder relations	30	60	-	10	100	10
LSC/N9914.Manage operations and Employee Performance	30	60	-	10	100	15
LSC/N9603.Profit and Loss account management and cost accounting	30	60	-	10	100	10
LSC/N1007.Manage multimodal operations	30	60	-	10	100	15
LSC/N1008.Manage hub and spoke operations	30	60	-	10	100	10
LSC/N1016.Monitor and Coordinate fleet management operations	30	60	-	10	100	10
LSC/N9911.Follow health, safety, security procedures and maintain integrity, ethics at workplace	30	60	-	10	100	10
DGT/VSQ/N0103.Employability Skills (90 Hours)	20	30	-	-	50	10
Total	260	510	-	80	850	100



Qualification Pack

Acronyms

NOS	National Occupational Standard(s)
NSQF	National Skills Qualifications Framework
QP	Qualifications Pack
TVET	Technical and Vocational Education and Training

Qualification Pack

Glossary

Sector	Sector is a conglomeration of different business operations having similar business and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.
Sub-sector	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
Occupation	Occupation is a set of job roles, which perform similar/ related set of functions in an industry.
Job role	Job role defines a unique set of functions that together form a unique employment opportunity in an organisation.
Occupational Standards (OS)	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the Knowledge and Understanding (KU) they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts.
Performance Criteria (PC)	Performance Criteria (PC) are statements that together specify the standard of performance required when carrying out a task.
National Occupational Standards (NOS)	NOS are occupational standards which apply uniquely in the Indian context.
Qualifications Pack (QP)	QP comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A QP is assigned a unique qualifications pack code.
Unit Code	Unit code is a unique identifier for an Occupational Standard, which is denoted by an 'N'
Unit Title	Unit title gives a clear overall statement about what the incumbent should be able to do.
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for.
Scope	Scope is a 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 quality of performance required.

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Knowledge and Understanding (KU)	Knowledge and Understanding (KU) 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.
Organisational Context	Organisational context includes the way the organisation is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility.
Technical Knowledge	Technical knowledge is the specific knowledge needed to accomplish specific designated responsibilities.
Core Skills/ Generic Skills (GS)	Core skills or Generic Skills (GS) are a group of skills that are the key to learning and working in today's world. These skills are typically needed in any work environment in today's world. These skills are typically needed in any work environment. In the context of the OS, these include communication related skills that are applicable to most job roles.
Electives	Electives are NOS/set of NOS that are identified by the sector as contributive to specialization in a job role. There may be multiple electives within a QP for each specialized job role. Trainees must select at least one elective for the successful completion of a QP with Electives.
Options	Options are NOS/set of NOS that are identified by the sector as additional skills. There may be multiple options within a QP. It is not mandatory to select any of the options to complete a QP with Options.