



**CPD & Capability Areas In General**

Technical Capability Areas consist of those competency areas deemed relevant to the CPL Certification, and hence the areas to which all eligible CPD Activities must be related. There are ten (10) Technical Capability Areas as follows:

- T1 Supply Chain Management
- T2 Integrated Business Management
- T3 Laws, Regulations and Standards
- T4 e-Logistics Management
- T5 Compliance and Safety
  
- T6 Strategic Management and Business Planning
- T7 Operations and Change Management
  
- T8 Risk Management Strategies
  
- T9 Financial Management
  
- T10 Contract Management

More detailed information of the competencies making up these 10 capability areas are outlined below. In this regard you will note that for each capability area the following four proficiency levels have been defined:

- **Awareness:** a general appreciation of the topic as well as an appreciation of the reasons for its inclusion in the qualification standard.
- **Knowledge:** knowing and understanding about the topic without having direct experience.
- **Experience:** having worked using the relevant techniques and functions under supervision.
- **Ability:** competence to undertake work in the relevant techniques and functions without supervision and to supervise others.

These represent a progressive deepening of capability and competence, with Awareness and Knowledge representing “knowing” and Experience and Ability representing “doing”.

CPL participants should aim to satisfy an ‘Experience’ or ‘Ability’ level in as many capability areas as possible.

The Units of Capability

**CPD & Capability Areas In Detail**

T1	Supply Chain Management* Capabilities	Awareness	Knowledge	Experience	Ability	Evidence to support capability level
T1.1	Identify <i>Supply chains</i> within the organisation in accordance with organisation strategies					
T1.2	Accessed and operationalised appropriate technology for implementation of the supply chain management system (BSBPUR504A/01)					
T1.3	Implement <i>demand-driven supply chain</i> in accordance with the supply chain management strategies (BSBPUR504A/01)					
T1.4	Design policies and procedures to guide business relations and operations strategies (BSBPUR504A/01)					
T1.5	Review <i>business processes</i> to support implementation of the strategy					

T1.6	Support is provided to staff and customers to assist in implementation of the supply chain management strategies (BSBPUR504A/01)					
T1.7	Manage communication and information exchange with strategic partners and suppliers					
T1.8	Facilitate collaboration with supply chain partners to determine demand at each level of the supply chain					
T1.9	Manage supply chain transactions in accordance with risk management strategies, and legal and ethical requirements (BSBPUR504A/02)					
T1.10	Identify opportunities to review policies and procedures to respond to the changing needs of supply chain partners					
T1.11	Evaluate and review demand chain management and supply chain management in accordance with the supply chain management strategies (BSBPUR504A/03)					
T1.12	Use business data and reports to compare outcomes, budgets, timelines and forecasts to actual performance (BSBPUR504A/03)					
T1.13	Use feedback and evaluation results to plan and improve future supply chain management strategies (BSBPUR504A/03)					

\* This capability aligns to Australian national competency standard "BSBPUR504A) Manage a supply chain". Where possible and appropriate alignment of each criteria is made to these standards to an element level and noted in (Brackets).

T2	Integrated Business Management Capabilities	Awareness	Knowledge	Experience	Ability	Evidence to support capability level
T2.1	Identify best practice models to integrate business management opportunities					
T2.2	Able to recognise changes to the business early and impact of those changes on business operations					
T2.3	Develop strategies to integrate business changes with organisational goals and direction					
T2.4	Identify the critical integration strategic step of the business process, taking the outputs from the product development, demand and supply review steps to ensure an integrated set of plans are developed to optimise business outcomes					
T2.5	Conduct and support management reviews, which identify gaps to business and strategic plans					
T2.6	Develop strategic plans, what-if scenarios, as well as being prepared with a set of pre-approved contingency plans					
T2.7	Develop integrated plans, across the whole business, regardless of whether the company is a single-site or multi-site organisation					

T3	Laws, Regulations and Standards Capabilities	Awareness	Knowledge	Experience	Ability	Evidence to support capability level
T3.1	Identify current legislation and related documentation relevant to the organisation's operations					
T3.2	Identify the organisation and work area responsible officer(s) and ensure that approved responsible officer training has been completed					
T3.3	Use knowledge of the relationship between acts, regulations, codes of practice, associated standards and guidance material to determine legal requirements in the workplace					
T3.4	Identify and confirm workplace roles and responsibilities under legislation requirements					

T3.5	Provide advice about the specific legal responsibilities of employers including duty of care and how it is codified in relevant legislation					
T3.6	Provide advice about administration of enforcement processes and instruments including penalties that apply to organisations prosecuted under relevant legislation					
T3.7	Provide advice to staff on how negligence is determined at statutory and common law					
T3.8	Take action to ensure that the workplace, including systems of work and work organisation, is appraised against and complies with relevant legislation, code of practices and standards					
T3.9	Identify training needs of those with operational responsibilities and training is provided as required according to legal requirements					
T3.10	Raise possible breaches promptly with responsible officer, health and safety representatives, committees or other parties/agencies as required					
T3.11	Provide advice on arrangements for incident reporting to government authorities in accordance with relevant legislation and organisational procedures					
T3.12	Identify and communicate developments and external legislative trends that have, and are, taking place in the operational workplace					

T4	e-Logistics Management* Capabilities	Awareness	Knowledge	Experience	Ability	Evidence to support capability level
T4.1	Identify <i>commercial responsibilities</i> within e-business logistics and supply chain management strategies (BSBEBUS518A/01)					
T4.2	Determine the technology business needs in accordance with the business strategies and budgetary requirements (BSBEBUS616A/01)					
T4.3	Determine the operational policies and procedures to guide business relations and operations in accordance with organisation strategies (BSBEBUS616A/02)					
T4.4	Design or review supporting <i>demand chain management model and e-business processes</i> (BSBEBUS616A/03)					
T4.5	Determine a strategy to support e-logistics or e-supply chain management (BSBEBUS616A/02)					
T4.6	<i>Provide Information and development support</i> to staff and supply chain partners to assist in implementation of the supply chain management strategy					
T4.7	Facilitate collaboration and communication with supply chain partners to determine demand at each level of the value chain in accordance with business strategy					
T4.8	Manage online purchasing, selling and payments in accordance with supply chain and risk management strategies, and legal and ethical requirements (BSBEBUS518A/02)					
T4.9	Implement actions to build trust and foster a whole of chain culture					
T4.10	Manage electronic supply chains for businesses (BSBEBUS518A/02)					
T4.11	Identify opportunities to review policies and processes to respond to the changing needs of customers, logistics management and the organisation					
T4.12	Evaluate and improve electronic logistics and supply chain effectiveness (BSBEBUS518A/03)					
T4.13	Improve the effectiveness of the logistics demand with each level of the supply chain including staff and customers and areas (BSBEBUS518A/03)					

T4.14	Review technology performance and recommendations made for improvements to hardware, software and/or their use in accordance with e-business strategies and budgets					
T4.15	Use feedback and evaluation results to plan and improve management strategies					

\* This capability aligns to Australian national competency standards:

- *BSBEBUS518A Manage an e-business supply chain, and*
- *BSBEBUS616A Plan an e-business supply chain*

Where possible and appropriate alignment of each criteria is made to these standards at an element level and noted in (brackets).

T5	Compliance and Safety* Capabilities	Awarenes	Knowledg	Experienc	Ability	Evidence to support capability level
T5.1	Identify, monitor and review compliance requirements for an operational area <small>(BSBCOM501A Identify and interpret compliance requirements &amp; BSBCOM503A Develop processes for the management of breaches in compliance requirements)</small>					
T5.2	Research compliance requirements and issues <small>(BSBCOM601A)</small>					
T5.3	Develop and create compliance requirements <small>(BSBCOM602A)</small>					
T5.4	Plan and establish compliance management systems <small>(BSBCOM603A)</small>					
T5.5	Develop a systematic approach to managing Occupational health and safety (OHS) <small>(BSBOHS601A)</small>					
T5.6	Analyse and evaluate OHS risk <small>(BSBOHS603A)</small>					
T5.7	Advise on application of safe design principles to control OHS risk <small>(BSBOHS607A)</small>					
T5.8	Conduct an OHS audit <small>(BSBOHS608A)</small>					
T5.9	Evaluate an organisation's OHS performance <small>(BSBOHS609A)</small>					

\* Where possible and appropriate alignment of each criteria in this Capability has been made to Australian national competency standards (noted in brackets).

T6	Strategic Management and Business Planning* Capabilities	Awarenes	Knowledg	Experienc	Ability	Evidence to support capability level
T6.1	Contribute to the development and implementation of strategic plans <small>(BSBMGT602A)</small>					
T6.2	Identify and confirm the effectiveness of the organisation's principal services, products and competitive advantages through market analysis <small>(BSBMGT604A Manage business operations)</small>					
T6.3	Research and analyse external factors, including legislative requirements, changes to technology, domestic and international market variability and political constraints impinging upon operations <small>(BSBMGT604A Manage business operations)</small>					
T6.4	Determine impending changes to internal operations or the external environment <small>(BSBMGT604A Manage business operations)</small>					
T6.5	Undertake an analysis of the business' capacity to operate within the defined environment, outlining opportunities to improve market share and/or positioning <small>(BSBMGT604A Manage business operations)</small>					
T6.6	Recommendations and strategies for changes to workplace structure, systems, procedures, workforce composition, market orientation are generated and documented					
T6.7	Assess and contribute recommendations for changes to the businesses business'operations for cost-benefit from both a short- and long-term perspective					
T6.8	Assess and manage environmental factors <small>(BSBMGT610A Manage environmental management systems)</small>					

T6.9	Generate and communicate strategies to implement agreed recommendations					
T6.10	Plan support processes, including the allocation of human, physical and financial resources, the designation of timelines and the setting of the culture and climate of the organisation					
T6.11	Implement performance benchmarks for measuring the effectiveness of change strategies					
T6.12	Define responsibilities for implementing the change strategies					
T6.13	Monitor and, where required, adjustments are made to the strategy implementation processes					
T6.14	Review strategies and controls to meet changes in the transport and distribution environment					
T6.15	Initiate and maintain liaison with organisations/individuals affected by changed operational practice					

\* This capability aligns to Australian national competency standards for the specialisation of strategic planning management within the Business Services Training Package at AQF 5 and 6 (BSB02). Where it exists alignment of each criteria has been made to these standards at the element level and noted in (brackets).

T7	Operations and Change Management* Capabilities	Awarenes	Knowledg	Experienc	Ability	Evidence to support capability level
T7.1	Identify and address customers' product and service requirements (BSBMGT606A Manage customer focus)					
T7.2	Apply techniques to monitor and maintain efficient and effective delivery of production output and client services (BSBMGT604A Manage business operations)					
T7.3	Identify and evaluate opportunities for improvement of products, services and systems and the development of innovative approaches (BSBMGT604A Manage business operations)					
T7.4	Identify and develop operational and logistics management plans to support strategic objectives (BSBMGT604A Manage business operations)					
T7.5	Implement operational and logistics management plans and associated systems and technologies					
T7.6	Forecast and manage the impact of, and obstacles to, change (BSBHR601A Manage change)					
T7.7	Inform individuals and work teams of progress in the implementation of operational transformation/ change (BSBHR601A Manage change)					
T7.8	Identify the nature, extent and impact of any issues or changes upon operations (BSBMGT604A Manage business operations)					
T7.9	Allocate priorities and responses for dealing with issues or changes (BSBHR601A Manage change)					
T7.10	Evaluate and recommend effective processes of change (BSBHR601A Manage change)					
T7.11	Scope and direct the integration of multiple projects/programs (BSBPM601A Direct the integration of multiple projects/programs & BSBPM602A Direct the scope of multiple projects/programs)					
T7.12	Manage and review projects (BSBPM603A Direct time management of multiple projects/programs)					

\* Where possible and appropriate alignment of each criteria in this Capability has been made to Australian national competency standards (noted in brackets).

T8	Risk Management Strategies* Capabilities	Awarenes	Knowledg	Experienc	Ability	Evidence to support capability level
T8.1	Analyse the organisation's <i>strategic risk profile and context</i> (BSBMGT611A Develop risk management strategy)					

T8.2	Review <i>relevant standards and legislation</i> to determine legislative and compliance requirements (BSBMGT611A Develop risk management strategy)					
T8.3	Identify generic sources of <i>risk</i> affecting the organisation from organisational and strategic context (BSBMGT611A Develop risk management strategy)					
T8.4	Analyse and review existing operational and project risk management strategies and policies (BSBMGT611A Develop risk management strategy)					
T8.5	Determine current range of issues to be covered by an organisation's risk policy (BSBMGT611A Develop risk management strategy)					
T8.6	Identify appropriate roles and responsibilities for managing risks					
T8.7	Determine risk management strategy (BSBMGT611A Develop risk management strategy)					
T8.8	Obtain executive approval for risk management policy, budget and related documents (BSBMGT609A Manage risk)					
T8.9	Identify any compliance requirements for treatment of risk, including frequency of audit, and audit processes arranged (BSBMGT609A Manage risk)					
T8.10	Communicate and interpret policy and procedures relative to the workplace, and staff assisted with application to their work practices					
T8.11	Take action to address identified <i>complications in implementing risk management</i> strategy (BSBMGT609A Manage risk)					
T8.12	Provide staff with required resources, information and training to implement risk management strategy (BSBMGT609A Manage risk)					
T8.13	Develop and implement <i>strategies</i> to build a culture of effective management and treatment of (BSBMGT609A Manage risk)					

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T9	Financial Management* Capabilities	Awarenes	Knowledge	Experienc	Ability	Evidence to support capability level
T9.1	Identify and plan requirements of financial resources and budgets in accordance with business plans and statutory and regulatory obligations (BSBMGT503A Prepare budgets and financial plans)					
T9.2	Review the financial administrative systems established match the identified requirements of the organisation (BSBMGT503A Prepare budgets and financial plans)					
T9.3	Review equipment and software needed for the operation of the financial management administrative system is in association with relevant finance and technical staff (BSBMGT503A Prepare budgets and financial plans)					
T9.4	Manage reporting requirements to monitor financial resources performance to prescribed format and outcomes (BSBL ED803A Manage financial resources)					
T9.5	Examine operating plans for business unit to identify critical financial parameters (BSBL ED803A Manage financial resources)					
T9.6	Identify proposed budget target figures to meet profit and fixed cost requirements (BSBL ED803A Manage financial resources)					
T9.7	Identify external factors which may influence budget performance (BSBL ED803A Manage financial resources)					
T9.8	Analyse reasons for variations to targets over actual performance to inform future budget decision making process (BSBL ED803A Manage financial resources)					
T9.9	Ensure clear and concise financial documentation provides information in appropriate language to inform management and employees (BSBL ED803A Manage financial resources)					

T9.10	Circulate draft financial plans to stakeholders for information and feedback <small>(BSBLED803A Manage financial resources)</small>					
T9.11	Develop objectives and targets for individual operations in consultation with team members and management					
T9.12	Develop financial constraints and contingency strategies <small>(BSBLED803A Manage financial resources)</small>					
T9.13	Compare trends in actual income and expenditure to budget/planned targets regularly and corrective action taken promptly when deviations from budget occur <small>(BSBLED803A Manage financial resources)</small>					
T9.14	Document modifications to existing budgets and logistics plans					

\* Where possible and appropriate alignment of each criteria in this Capability has been made to Australian national competency standards (noted in brackets).

T10	Contract Management* Capabilities	Awarenes	Knowledg	Experienc	Ability	Evidence to support capability level
T10.1	Document requirements of the contract clearly in a form able to be understood by the relevant parties <small>(BSBPUR402A Negotiate contracts)</small>					
T10.2	Clarify and resolve areas of contract ambiguity or concern <small>(BSBPUR402A Negotiate contracts)</small>					
T10.3	Undertake negotiations with selected contractor for the contracting of required goods/services on a 'without prejudice' basis <small>(BSBPUR402A Negotiate contracts)</small>					
T10.4	Agree on conditions for service and/or supply of goods/services between all parties including the determination of key performance indicators <small>(BSBPUR402A Negotiate contracts)</small>					
T10.5	Negotiate with alternative suppliers if agreement is unable to be reached with preferred contractor <small>(BSBPUR402A Negotiate contracts)</small>					
T10.6	Ensure contract negotiations conform to established workplace requirements and relevant legislation <small>(BSBPM609A Direct procurement and contracts of multiple projects/programs)</small>					
T10.7	Contract documentation is drafted in accordance with relevant legislation, workplace procedures and negotiated conditions of service and supply <small>(BSBPM609A Direct procurement and contracts of multiple projects/programs)</small>					
T10.8	Access legal and technical support in the drafting of contracts <small>(BSBPUR402A Negotiate contracts)</small>					
T10.9	Sign and exchange contract documentation between the relevant parties					
T10.10	Review/establish documentation systems to ensure traceability of orders and financial transactions					
T10.11	Develop workplace systems that interaction with contractors					
T10.12	Initiate quality assurance procedures for supplied goods/services <small>(BSBPM609A Direct procurement and contracts of multiple projects/programs)</small>					
T10.13	Complete contract and ancillary documentation and store in accordance with workplace procedures and regulatory requirements					

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