

Level	Facility and Mobile Equipment Maintenance	Logistics Planning and Management Services
	Mechanics	Dispatchers
1	Cleaners of Vehicles and Equipment	File Clerks
2	Automotive and Watercraft Service Attendants	<u>Billing and Posting Clerks</u>
3	Tire Repairers and Changers	Payroll and Timekeeping Clerks
4	<u>Automotive Body and Related Repairers</u>	Administrative Services Managers
5	<u>Automotive Service Technicians and Mechanics</u>	<u>Logisticians</u>
6	Farm Equipment Mechanics and Service Technicians	<u>Dispatchers, Except Police, Fire, and Ambulance</u>
7	<u>Bus and Truck Mechanics and Diesel Engine Specialists</u>	Operations Research Analysts
8	<u>Mobile Heavy Equipment Mechanics, Except Engines</u>	
9	First-Line Supervisors of Mechanics, Installers, and Repairers	
10	Mechanical Drafters	
11	Career/Technical Education Teachers, Secondary School	

Sales and Service	
Operators	Technicians
<u>Cargo and Freight Agents</u>	Airfield Operations Specialists
Aircraft Cargo Handling Supervisors	<b>Aircraft Structure, Surfaces, Rigging, and Systems Assemblers</b>
<b>Crane and Tower Operators</b>	<u>Aircraft Mechanics and Service Technicians</u>
Airfield Operations Specialists	Airline Pilots, Copilots, and Flight Engineers
<u>Commercial Pilots</u>	Aerospace Engineering and Operations Technicians
Airline Pilots, Copilots, and Flight Engineers	<u>Avionics Technicians</u>
Air Traffic Controllers	<b>Aerospace Engineers</b>

Transportation Operations		Transportation Systems/Infrastructure Planning, Management and Regulation	
Transportation Managers		Infrastructure Technicians	
Couriers and Messengers		Railroad Brake, Signal, and Switch Operators	
Taxi Drivers and Chauffeurs		Rail-Track Laying and Maintenance Equipment Operators	
<u>Bus Drivers, Transit and Intercity</u>		Rail Yard Engineers, Dinkey Operators, and Hostlers	
<u>Light Truck or Delivery Services Drivers</u>		Railroad Conductors and Yardmasters	
<u>Heavy and Tractor-Trailer Truck Drivers</u>		<u>Rail Car Repairers</u>	
<u>First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators</u>		Civil Engineering Technicians	
<u>Transportation, Storage, and Distribution Managers</u>		Civil Engineers	

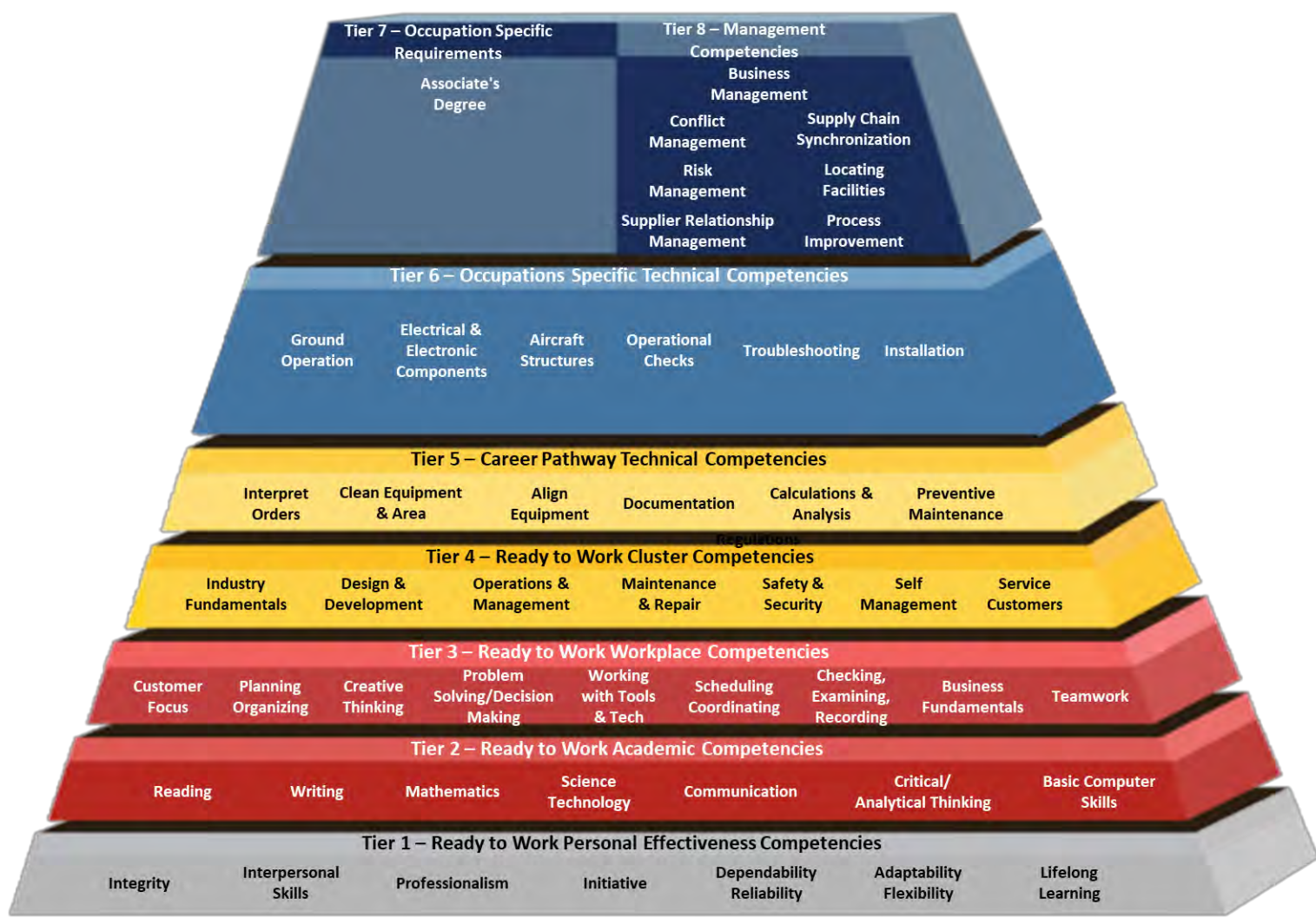
Warehouse and Distribution Center Operations	Warehouse and Distribution Center Operations
Cargo Agents	Operations Managers
<u>Tank Car, Truck, and Ship Loaders</u>	Laborers and Freight, Stock, and Material Movers, Hand
<u>Light Truck or Delivery Services Drivers</u>	Conveyor Operators and Tenders
<u>Industrial Truck and Tractor Operators</u>	Crane and Tower Operators
<u>Cargo and Freight Agents</u>	<u>First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand</u>
<u>First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators</u>	Training and Development Specialists
<u>Transportation, Storage, and Distribution Managers</u>	Training and Development Managers
General and Operations Managers	General and Operations Managers



ACCCP

# Avionics Technicians

*Facility and Equipment Maintenance*



## Alabama Competency Model Avionics Technicians

Code	
1	<b>Tier 1: Personal Effectiveness Competencies</b>
1.1	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
1.2	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
1.3	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

## Alabama Competency Model Avionics Technicians

Code	
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

## Alabama Competency Model Avionics Technicians

Code	
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.



	<b>Alabama Competency Model Avionics Technicians</b>
Code	
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

## Alabama Competency Model Avionics Technicians

Code	
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

## Alabama Competency Model Avionics Technicians

Code	
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

## Alabama Competency Model Avionics Technicians

Code	
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

## Alabama Competency Model Avionics Technicians

Code	
3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

## Alabama Competency Model Avionics Technicians

Code	
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

## Alabama Competency Model Avionics Technicians

Code	
3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing



## Alabama Competency Model Avionics Technicians

Code	
3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.



	<b>Alabama Competency Model Avionics Technicians</b>
Code	
3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

## Alabama Competency Model Avionics Technicians

Code	
4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

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Code	
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Interpret Orders</b>
5.1.1	Read and interpret maintenance manuals, service bulletins, and other specifications to determine the feasibility and method of repairing or replacing malfunctioning or damaged components
5.1.2	Read and understand operating manuals, blueprints, and technical drawings
5.1.3	Read and interpret operators' descriptions of problems to diagnose causes

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Code	
5.1.4	Review damage reports, prepare or review repair cost estimates, and plan work to be performed
5.1.5	Read specifications or confer with customers to determine the desired custom modifications for altering vehicles
5.1.6	Review work orders and discuss work with supervisors
5.1.7	Modify vehicles, systems, or components, following drawings, schematics, charts, engineering orders, and technical publications
5.2	<b>Clean Equipment &amp; Area</b>
5.2.1	Clean work areas, using air hoses, to remove damaged material and discarded fiberglass strips used in repair procedures
5.2.2	Maintain cleanliness of work area
5.2.3	Clean, strip, prime, and sand structural surfaces and materials to prepare them for bonding
5.2.4	Service and maintain equipment and related apparatus by performing activities such as flushing crankcases, cleaning screens, and or moving parts
5.2.5	Clean, refuel, and change oil in line service equipment
5.2.6	Clean engines, sediment bulk and screens, and fuel systems
5.2.7	Clean, lubricate, and perform other routine maintenance work on equipment and vehicles
5.2.8	Clean parts by spraying them with grease solvent or immersing them in tanks of solvent
5.2.9	Perform scheduled maintenance, and clean units and components
5.3	<b>Align Equipment</b>
5.3.1	Install and align repaired or replacement parts for subsequent riveting or welding, using clamps and wrenches
5.3.2	Align wheels, axles, frames, torsion bars, and steering mechanisms of automobiles, using special alignment equipment and wheel-balancing machines
5.3.3	Assemble gear systems, and align frames and gears
5.4	<b>Documentation</b>
5.4.1	Documents the maintenance or alteration per regulatory guidelines
5.4.2	Updates and maintains weight and balance records
5.4.3	Updates and maintains vehicle equipment list
5.4.4	Updates work order and maintenance records
5.5	<b>Calculations &amp; Analysis</b>
5.5.1	Knows and identifies basic facts and general principles about basic circuits
5.5.2	Performs calculations and analysis of basic circuit performance
5.5.3	Troubleshoots basic circuits
5.6	<b>Preventive Maintenance</b>
5.6.1	Follows safe procedures
5.6.2	Inspects engine systems
5.6.3	Inspects body interior and exterior
5.6.4	Inspects electrical/electronic systems
5.6.5	Inspects frame and chassis
5.6.6	Conducts road test
6	<b>Tier 6: Occupation Specific Technical Competencies</b>

## Alabama Competency Model Avionics Technicians

Code	
6.1	<b>Ground Operation</b>
6.1.1	Follows company guidelines for asset protection
6.1.2	Identifies typical ground operation hazards
6.1.3	Conducts preliminary visual aircraft inspection
6.1.4	Services the electrical systems
6.1.5	Marshals and secures the aircraft
6.1.6	Uses tie-down procedures
6.2	<b>Electrical &amp; Electronic Components</b>
6.2.1	Adheres to safety practices and procedures for aircraft electrical and electronic power systems
6.2.2	Fabricates, installs, and maintains electrical wiring harnesses
6.2.3	Installs, maintains, and troubleshoots instruments
6.2.4	Interprets electrical control and power schematics to ensure the operation of the system and its components
6.2.5	Measures voltage, current, and resistance in an electrical circuit to verify system operation and power levels
6.2.6	Selects, installs, and tests circuit protection devices
6.3	<b>Aircraft Structures</b>
6.3.1	Identifies and selects aircraft hardware and materials
6.3.2	Selects, installs, and removes fasteners to include rivets
6.3.3	Forms layout and bends sheet metal
6.3.4	Inspects and repairs composite and nonmetallic structures
6.3.5	Understands and applies bonding techniques and practices on metallic and nonmetallic structures
6.3.6	Fabricates and installs doublers, shelves, brackets, bracing, and support
6.3.7	Installs antennas using proper techniques, bonding, and cable routing
6.4	<b>Operational Checks</b>
6.4.1	Follows safety procedures
6.4.2	Applies external power to aircraft and systems
6.4.3	Identifies and properly operates specialty test equipment for avionics and instrument system operation
6.4.4	Knows and understands applicable regulatory requirements for operational testing
6.4.5	Follows operational checkout procedures in equipment installation manual
6.4.6	Creates or updates Instructions for Continued Airworthiness (ICA), Flight Manual Supplement (FMS), and others
6.5	<b>Troubleshooting</b>
6.5.1	Identifies and locates appropriate technical data for troubleshooting
6.5.2	Reads, understands, and follows technical data for troubleshooting
6.5.3	Knows and understands fault isolation
6.5.4	Identifies malfunctioning equipment and systems
6.6	<b>Installation</b>
6.6.1	Understands and specifies equipment required for types of aircraft operations
6.6.2	Identifies current aircraft avionics systems configuration

	<b>Alabama Competency Model Avionics Technicians</b>
Code	
6.6.3	Reads drawings and interprets symbols and systems schematics
6.6.4	Knows and understands common avionics systems (communications, navigation, surveillance)
6.6.5	Determines wiring interface for a particular avionics installation
6.6.6	Maintains knowledge of installation techniques, including those required for instruments, radios, antennas, annunciator(s), and displays
6.6.7	Creates or updates electrical load analysis
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	Associate's degree
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>

## Alabama Competency Model Avionics Technicians

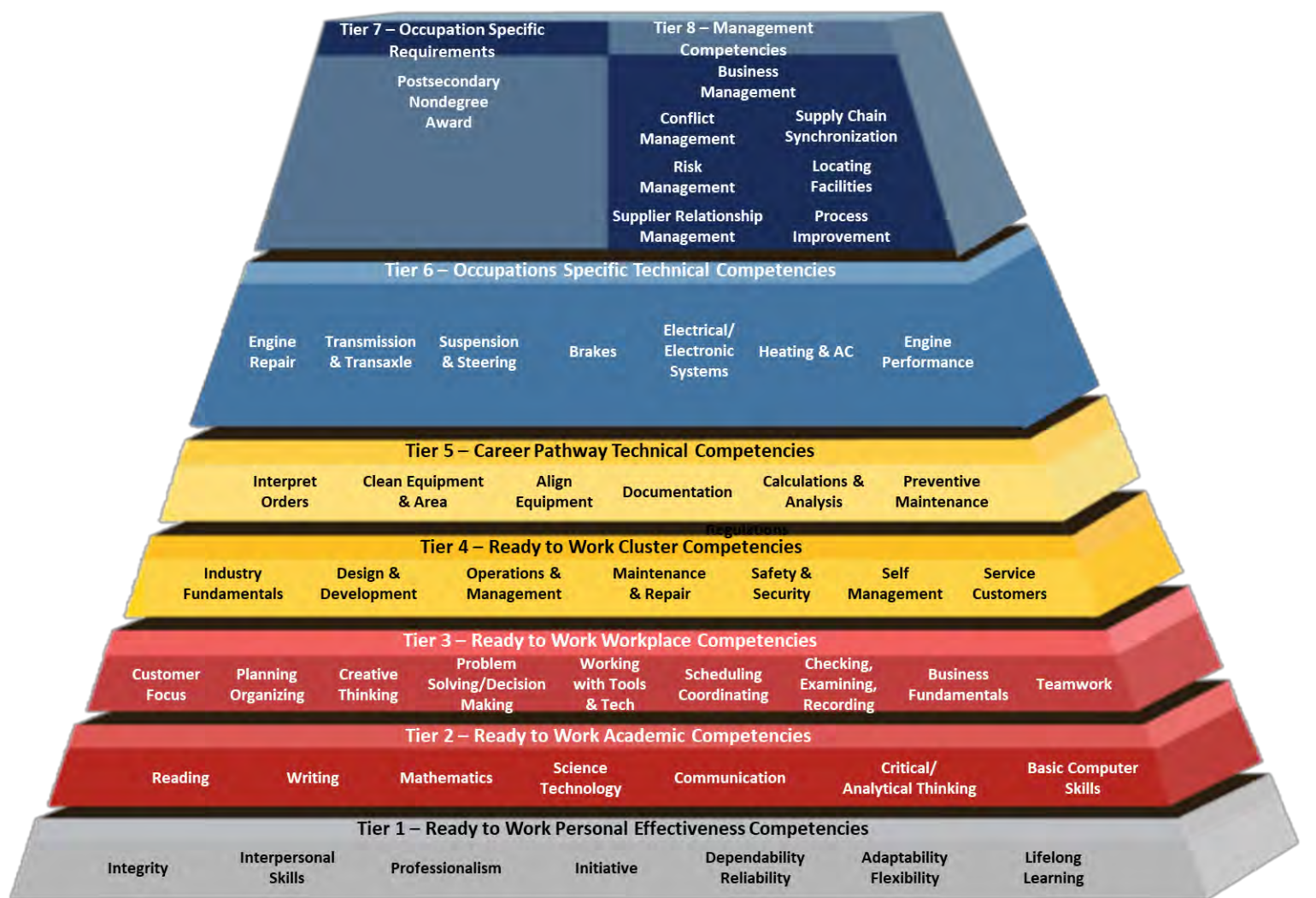
Code	
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.




**ACCPCP**

# Automotive Service Technicians and Mechanics

*Facility and Equipment Maintenance*





	<b>Alabama Competency Model Automotive Service Technicians and Mechanics</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

	<b>Alabama Competency Model Automotive Service Technicians and Mechanics</b>
Code	
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

	<b>Alabama Competency Model Automotive Service Technicians and Mechanics</b>
Code	
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

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1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

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2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

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2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

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2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives



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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.



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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

	<b>Alabama Competency Model Automotive Service Technicians and Mechanics</b>
Code	
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Interpret Orders</b>
5.1.1	Read and interpret maintenance manuals, service bulletins, and other specifications to determine the feasibility and method of repairing or replacing malfunctioning or damaged components
5.1.2	Read and understand operating manuals, blueprints, and technical drawings
5.1.3	Read and interpret operators' descriptions of problems to diagnose causes

	<b>Alabama Competency Model Automotive Service Technicians and Mechanics</b>
Code	
5.1.4	Review damage reports, prepare or review repair cost estimates, and plan work to be performed
5.1.5	Read specifications or confer with customers to determine the desired custom modifications for altering vehicles
5.1.6	Review work orders and discuss work with supervisors
5.1.7	Modify vehicles, systems, or components, following drawings, schematics, charts, engineering orders, and technical publications
5.2	<b>Clean Equipment &amp; Area</b>
5.2.1	Clean work areas, using air hoses, to remove damaged material and discarded fiberglass strips used in repair procedures
5.2.2	Maintain cleanliness of work area
5.2.3	Clean, strip, prime, and sand structural surfaces and materials to prepare them for bonding
5.2.4	Service and maintain equipment and related apparatus by performing activities such as flushing crankcases, cleaning screens, and or moving parts
5.2.5	Clean, refuel, and change oil in line service equipment
5.2.6	Clean engines, sediment bulk and screens, and fuel systems
5.2.7	Clean, lubricate, and perform other routine maintenance work on equipment and vehicles
5.2.8	Clean parts by spraying them with grease solvent or immersing them in tanks of solvent
5.2.9	Perform scheduled maintenance, and clean units and components
5.3	<b>Align Equipment</b>
5.3.1	Install and align repaired or replacement parts for subsequent riveting or welding, using clamps and wrenches
5.3.2	Align wheels, axles, frames, torsion bars, and steering mechanisms of automobiles, using special alignment equipment and wheel-balancing machines
5.3.3	Assemble gear systems, and align frames and gears
5.4	<b>Documentation</b>
5.4.1	Documents the maintenance or alteration per regulatory guidelines
5.4.2	Updates and maintains weight and balance records
5.4.3	Updates and maintains vehicle equipment list
5.4.4	Updates work order and maintenance records
5.5	<b>Calculations &amp; Analysis</b>
5.5.1	Knows and identifies basic facts and general principles about basic circuits
5.5.2	Performs calculations and analysis of basic circuit performance
5.5.3	Troubleshoots basic circuits
5.6	<b>Preventive Maintenance</b>
5.6.1	Follows safe procedures
5.6.2	Inspects engine systems
5.6.3	Inspects body interior and exterior
5.6.4	Inspects electrical/electronic systems
5.6.5	Inspects frame and chassis
5.6.6	Conducts road test
6	<b>Tier 6: Occupation Specific Technical Competencies</b>



	<b>Alabama Competency Model Automotive Service Technicians and Mechanics</b>
Code	
6.1	<b>Engine Repair</b>
6.1.1	Perform general mechanical engine diagnosis to determine necessary action
6.1.2	Remove and reinstall (R & R) engine
6.1.3	Inspect and repair cylinder head and valve train
6.1.4	Inspect and repair engine block assembly components
6.1.5	Reassemble engine block and cylinder heads
6.1.6	Reassemble electrical and fuel systems
6.1.7	Install engine and reconnect to transmission
6.1.8	Inspect and repair cooling systems
6.2	<b>Transmission &amp; Transaxle</b>
6.2.1	Automatic Transmission and Transaxle
6.2.2	Diagnose general transmission and transaxle.
6.2.3	Maintain and adjust transmission and transaxle.
6.2.4	Repair in-vehicle transmission and transaxle.
6.2.5	Repair off-vehicle transmission and transaxle.
6.2.6	Repair oil pump and converter.
6.2.7	Repair gear train, shafts, bushings, and case.
6.2.8	Repair friction and reaction units.
6.2.9	Manual Drive Train and Axles
6.2.10	Diagnose and repair clutch.
6.2.11	Diagnose and repair transmission/transaxle.
6.2.12	Diagnose and repair drive shaft and half shaft, universal and constant-velocity (CV) joint.
6.2.13	Assemble ring and pinion gears and differential case.
6.2.14	Repair limited slip differential.
6.2.15	Repair rear drive axle shaft.
6.2.16	Diagnose and repair four-wheel drive/all-wheel drive component.
6.3	<b>Suspension &amp; Steering</b>
6.3.1	Diagnose and repair steering systems
6.3.2	Diagnose and repair front suspension
6.3.3	Repair rear suspension
6.3.4	Perform miscellaneous service
6.3.5	Diagnose, adjust and repair wheel alignment
6.3.6	Diagnose and repair wheel and tire
6.4	<b>Brakes</b>
6.4.1	Diagnose and repair hydraulic system
6.4.2	Diagnose and repair drum brake
6.4.3	Diagnose and repair disc brake
6.4.4	Diagnose and repair power assist units
6.4.5	Perform miscellaneous diagnosis and repair
6.4.6	Diagnose and repair anti-lock brake system
6.5	<b>Electrical/Electronic Systems</b>

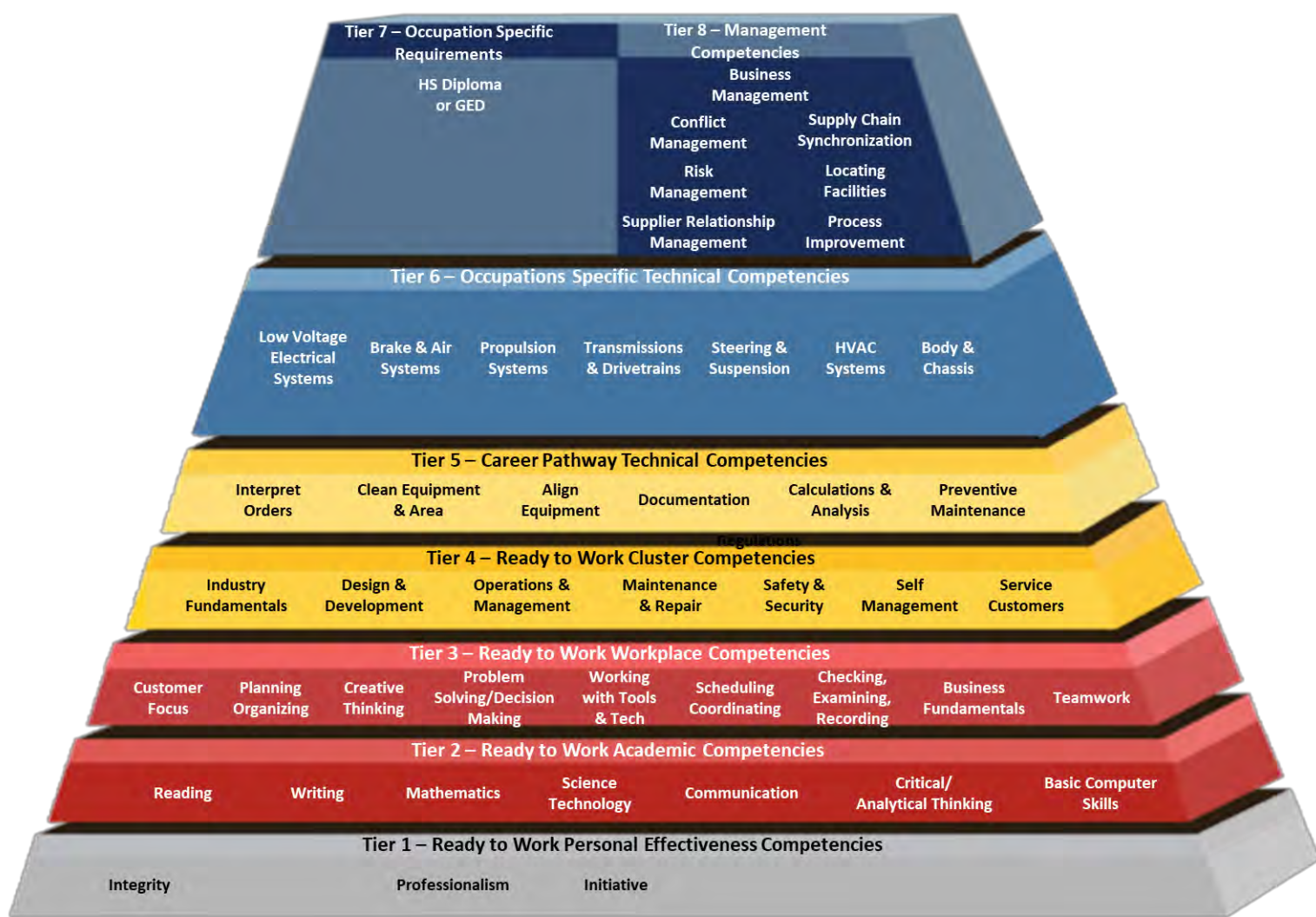


	<b>Alabama Competency Model Automotive Service Technicians and Mechanics</b>
Code	
6.5.1	Diagnose and Repair Hybrid systems
6.5.2	Diagnose and repair direct current motors
6.5.3	Diagnose and repair hybrid charging systems
6.5.4	Diagnose and repair electric vehicle charging systems
6.5.5	Diagnose and repair electric vehicle systems
6.5.6	Diagnose and replace battery pack (hybrid and electric)
6.5.7	Diagnose general electrical systems
6.5.8	Diagnose and service battery
6.5.9	Diagnose and repair starting system
6.5.10	Diagnose and repair charging system
6.5.11	Diagnose and repair lighting systems
6.5.12	Diagnose and repair gauges, warning devices, and driver information systems
6.5.13	Diagnose and repair horn and wiper/washer
6.5.14	Diagnose and repair accessories
6.6	<b>Heating &amp; AC</b>
6.6.1	Diagnose and repair A/C system
6.6.2	Diagnose and repair refrigeration system component
6.6.3	Diagnose and repair heating, ventilation, and engine cooling systems
6.6.4	Diagnose and repair operating systems and related controls
6.6.5	Recover, recycle and handle refrigerant
6.7	<b>Engine Performance</b>
6.7.1	Diagnose general engine performance
6.7.2	Diagnose and repair computerized engine controls
6.7.3	Diagnose and repair ignition system
6.7.4	Diagnose and repair fuel, air induction, and exhaust systems
6.7.5	Diagnose and repair emissions control systems
6.7.6	Perform miscellaneous engine related services
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	Postsecondary nondegree award
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.

	<b>Alabama Competency Model Automotive Service Technicians and Mechanics</b>
Code	
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.

	<b>Alabama Competency Model Automotive Service Technicians and Mechanics</b>
Code	
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.

# Bus and Truck Mechanics and Diesel Engine Specialists

**ACCCP**
*Facility and Equipment Maintenance*


	<b>Alabama Competency Model Bus and Truck Mechanics and Diesel Engine Specialists</b>
Code	
1	<b>Tier 1: Personal Effectiveness Competencies</b>
1.1	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
1.2	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
1.3	<b>Professionalism: Maintaining a professional presence.</b>

	<b>Alabama Competency Model Bus and Truck Mechanics and Diesel Engine Specialists</b>
Code	
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations



	<b>Alabama Competency Model Bus and Truck Mechanics and Diesel Engine Specialists</b>
Code	
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity



	<b>Alabama Competency Model Bus and Truck Mechanics and Diesel Engine Specialists</b>
Code	
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.

	<b>Alabama Competency Model Bus and Truck Mechanics and Diesel Engine Specialists</b>
Code	
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	<b>Mechanics</b>
2.2.2.1	Use standard syntax and sentence structure.
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	<b>Tone</b>
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	<b>Computation</b>
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	<b>Measurement and estimation</b>
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	<b>Application</b>
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	<b>Comprehension</b>
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.

	<b>Alabama Competency Model Bus and Truck Mechanics and Diesel Engine Specialists</b>
Code	
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.

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2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>

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3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives
3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.

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3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.

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3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.
3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>



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3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing
3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.

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3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.
3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.

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3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions
4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed

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4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication

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4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Interpret Orders</b>
5.1.1	Read and interpret maintenance manuals, service bulletins, and other specifications to determine the feasibility and method of repairing or replacing malfunctioning or damaged components
5.1.2	Read and understand operating manuals, blueprints, and technical drawings
5.1.3	Read and interpret operators' descriptions of problems to diagnose causes
5.1.4	Review damage reports, prepare or review repair cost estimates, and plan work to be performed
5.1.5	Read specifications or confer with customers to determine the desired custom modifications for altering vehicles
5.1.6	Review work orders and discuss work with supervisors
5.1.7	Modify vehicles, systems, or components, following drawings, schematics, charts, engineering orders, and technical publications
5.2	<b>Clean Equipment &amp; Area</b>
5.2.1	Clean work areas, using air hoses, to remove damaged material and discarded fiberglass strips used in repair procedures
5.2.2	Maintain cleanliness of work area

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5.2.3	Clean, strip, prime, and sand structural surfaces and materials to prepare them for bonding
5.2.4	Service and maintain equipment and related apparatus by performing activities such as flushing crankcases, cleaning screens, and or moving parts
5.2.5	Clean, refuel, and change oil in line service equipment
5.2.6	Clean engines, sediment bulk and screens, and fuel systems
5.2.7	Clean, lubricate, and perform other routine maintenance work on equipment and vehicles
5.2.8	Clean parts by spraying them with grease solvent or immersing them in tanks of solvent
5.2.9	Perform scheduled maintenance, and clean units and components
5.3	<b>Align Equipment</b>
5.3.1	Install and align repaired or replacement parts for subsequent riveting or welding, using clamps and wrenches
5.3.2	Align wheels, axles, frames, torsion bars, and steering mechanisms of automobiles, using special alignment equipment and wheel-balancing machines
5.3.3	Assemble gear systems, and align frames and gears
5.4	<b>Documentation</b>
5.4.1	Documents the maintenance or alteration per regulatory guidelines
5.4.2	Updates and maintains weight and balance records
5.4.3	Updates and maintains vehicle equipment list
5.4.4	Updates work order and maintenance records
5.5	<b>Calculations &amp; Analysis</b>
5.5.1	Knows and identifies basic facts and general principles about basic circuits
5.5.2	Performs calculations and analysis of basic circuit performance
5.5.3	Troubleshoots basic circuits
5.6	<b>Preventive Maintenance</b>
5.6.1	Follows safe procedures
5.6.2	Inspects engine systems
5.6.3	Inspects body interior and exterior
5.6.4	Inspects electrical/electronic systems
5.6.5	Inspects frame and chassis
5.6.6	Conducts road test
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Low Voltage Electrical Systems</b>
6.1.1	Follows safe procedures
6.1.2	Performs general electrical/electronic diagnosis
6.1.3	Performs battery diagnosis and repair
6.1.4	Performs starting system diagnosis and repair
6.1.5	Performs charging system diagnosis and repair
6.1.6	Performs lighting systems diagnosis and repair
6.1.7	Performs gauge and warning device diagnosis and repair

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6.1.8	Diagnoses and repairs related electrical/electronic systems
6.1.9	Maintains, diagnoses, and repairs data communications systems
6.1.10	Maintains, diagnoses, and repairs multiplex systems
6.1.11	Maintains, diagnoses, and repairs fire suppression/ detection systems
6.1.12	Maintains, diagnoses, and repairs (electronic) signage systems
6.1.13	Maintains, diagnoses, and repairs radio communications systems
6.1.14	Maintains, diagnoses, and repairs video surveillance equipment
6.1.15	Maintains, diagnoses, and repairs wireless communication systems
6.2	<b>Brake &amp; Air Systems</b>
6.2.1	Follows safe procedures
6.2.2	Maintains, diagnoses, and repairs air supply and service systems
6.2.3	Maintains, diagnoses, and repairs mechanical/foundation disc and drum brakes
6.2.4	Maintains, diagnoses, and repairs parking brakes
6.2.5	Maintains, diagnoses, and repairs wheel bearings
6.3	<b>Propulsion Systems</b>
6.3.1	Follows safe procedures
6.3.2	Maintains, diagnoses, and repairs internal combustion (IC) bus engines (note: applies generally to diesel, CNG and gasoline engines – see unique competencies below for each propulsion type)
6.3.3	Maintains, diagnoses, and repairs items specific to diesel engines
6.3.4	Maintains, diagnoses, and repairs items specific to gasoline engines
6.3.5	Maintains, diagnoses, and repairs items specific to CNG engines and related systems
6.3.6	Maintains, diagnoses, and repairs items specific to hybrid propulsion systems
6.3.7	Maintains, diagnoses, and repairs items specific to electric propulsion systems
6.3.8	Maintains, diagnoses, and repairs items specific to fuel cell propulsion systems
6.3.9	Overhaul of engine
6.4	<b>Transmissions &amp; Drivetrains</b>
6.4.1	Follows safe procedures
6.4.2	Maintains, diagnoses, and repairs transmissions
6.4.3	Maintains, diagnoses, and repairs drive shafts and universal joints
6.4.4	Maintains, diagnoses, and repairs drive axles
6.4.5	Overhaul of transmission
6.5	<b>Steering &amp; Suspension</b>
6.5.1	Follows safe procedures
6.5.2	Maintains, diagnoses, and repairs steering systems
6.5.3	Maintains, diagnoses, and repairs independent front suspensions
6.5.4	Maintains, diagnoses, and repairs straight/I-beam axles
6.5.5	Maintains, diagnoses, and repairs rear suspensions
6.5.6	Diagnoses, adjusts, and repairs wheel alignment
6.5.7	Maintains, diagnoses, and repairs wheels and tires



	<b>Alabama Competency Model Bus and Truck Mechanics and Diesel Engine Specialists</b>
Code	
6.6	<b>HVAC Systems</b>
6.6.1	Follows safe procedures
6.6.2	Performs basic HVAC system verifications and testing
6.6.3	Maintains, diagnoses, and repairs a/c system and related components
6.6.4	Maintains, diagnoses, and repairs heating and engine cooling systems
6.6.5	Maintains, diagnoses, and repairs HVAC operating systems and related controls
6.7	<b>Body and Chassis</b>
6.7.1	Follows safe procedures
6.7.2	Maintains, diagnoses, and repairs operator and passenger seating
6.7.3	Maintains, diagnoses, and repairs stanchions, grab rails and modesty panels
6.7.4	Maintains, diagnoses, and repairs windows
6.7.5	Maintains, diagnoses, and repairs door systems
6.7.6	Maintains, diagnoses, and repairs flooring, paneling and roof hatches
6.7.7	Maintains, diagnoses, and repairs wheelchair lifts, ramps and restraints
6.7.8	Maintains, diagnoses, and repairs passenger signaling (stop request) systems
6.7.9	Inspects and repairs frame/chassis members
6.7.10	Welding
6.7.11	Collision repair and paint refinishing
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>

	<b>Alabama Competency Model Bus and Truck Mechanics and Diesel Engine Specialists</b>
Code	
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.

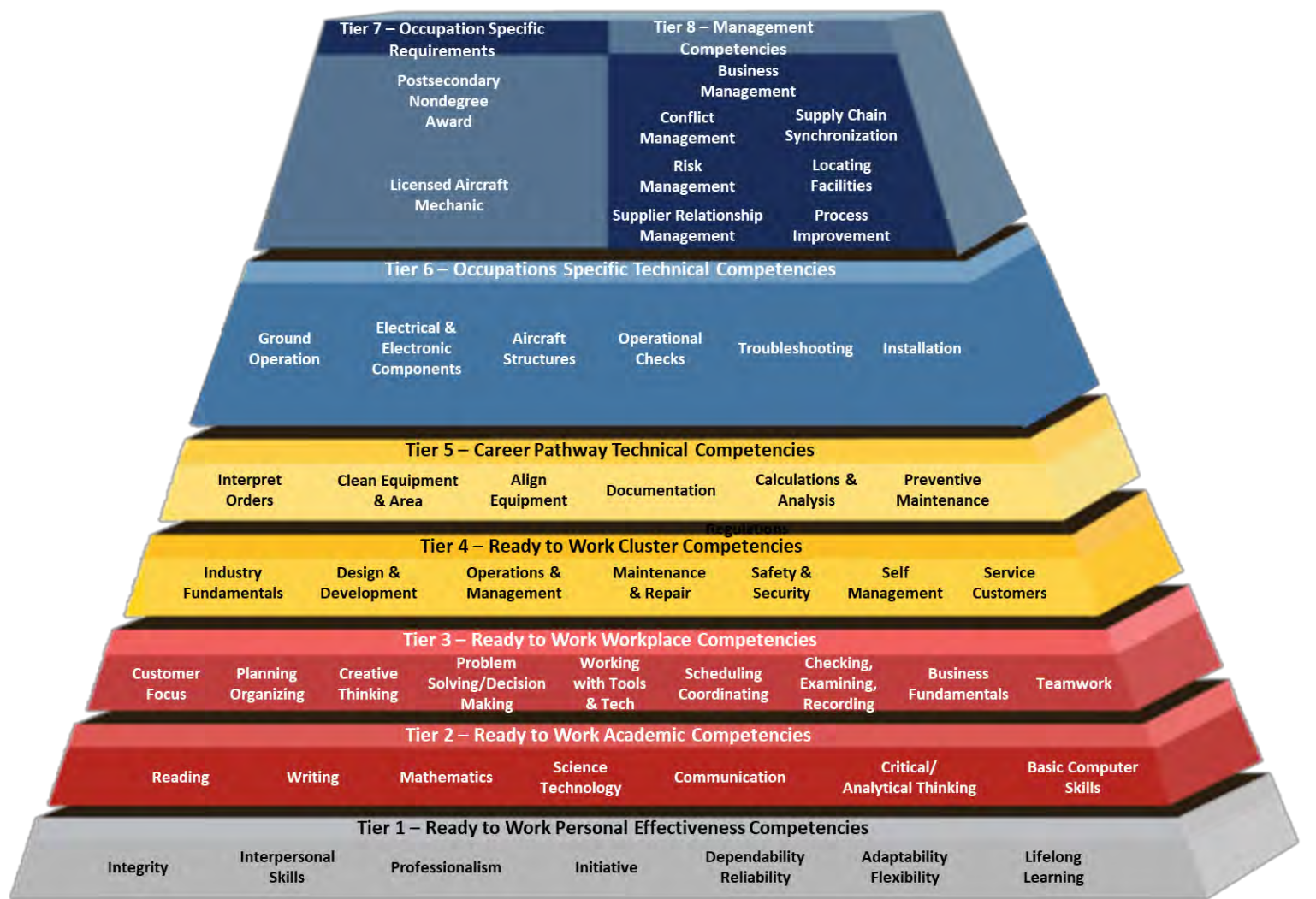
	<b>Alabama Competency Model Bus and Truck Mechanics and Diesel Engine Specialists</b>
Code	
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.



ACCCP

# Aircraft Mechanics and Service Technicians

*Facility and Equipment Maintenance*



	<b>Alabama Competency Model Aircraft Mechanics and Service Technicians</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control

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Code	
1.3.1.1	Maintain composure and keep emotions in check.
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.

	<b>Alabama Competency Model Aircraft Mechanics and Service Technicians</b>
Code	
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.



	<b>Alabama Competency Model Aircraft Mechanics and Service Technicians</b>
Code	
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.

	<b>Alabama Competency Model Aircraft Mechanics and Service Technicians</b>
Code	
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension

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Code	
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.

	<b>Alabama Competency Model Aircraft Mechanics and Service Technicians</b>
Code	
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>

	<b>Alabama Competency Model Aircraft Mechanics and Service Technicians</b>
Code	
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives
3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.

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3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions

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3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.
3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.



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3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing
3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.

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3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.
3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.

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3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions
4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed

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4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>

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4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Interpret Orders</b>
5.1.1	Read and interpret maintenance manuals, service bulletins, and other specifications to determine the feasibility and method of repairing or replacing malfunctioning or damaged components
5.1.2	Read and understand operating manuals, blueprints, and technical drawings
5.1.3	Read and interpret operators' descriptions of problems to diagnose causes
5.1.4	Review damage reports, prepare or review repair cost estimates, and plan work to be performed
5.1.5	Read specifications or confer with customers to determine the desired custom modifications for altering vehicles
5.1.6	Review work orders and discuss work with supervisors
5.1.7	Modify vehicles, systems, or components, following drawings, schematics, charts, engineering orders, and technical publications
5.2	<b>Clean Equipment &amp; Area</b>
5.2.1	Clean work areas, using air hoses, to remove damaged material and discarded fiberglass strips used in repair procedures

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5.2.2	Maintain cleanliness of work area
5.2.3	Clean, strip, prime, and sand structural surfaces and materials to prepare them for bonding
5.2.4	Service and maintain equipment and related apparatus by performing activities such as flushing crankcases, cleaning screens, and or moving parts
5.2.5	Clean, refuel, and change oil in line service equipment
5.2.6	Clean engines, sediment bulk and screens, and fuel systems
5.2.7	Clean, lubricate, and perform other routine maintenance work on equipment and vehicles
5.2.8	Clean parts by spraying them with grease solvent or immersing them in tanks of solvent
5.2.9	Perform scheduled maintenance, and clean units and components
5.3	<b>Align Equipment</b>
5.3.1	Install and align repaired or replacement parts for subsequent riveting or welding, using clamps and wrenches
5.3.2	Align wheels, axles, frames, torsion bars, and steering mechanisms of automobiles, using special alignment equipment and wheel-balancing machines
5.3.3	Assemble gear systems, and align frames and gears
5.4	<b>Documentation</b>
5.4.1	Documents the maintenance or alteration per regulatory guidelines
5.4.2	Updates and maintains weight and balance records
5.4.3	Updates and maintains vehicle equipment list
5.4.4	Updates work order and maintenance records
5.5	<b>Calculations &amp; Analysis</b>
5.5.1	Knows and identifies basic facts and general principles about basic circuits
5.5.2	Performs calculations and analysis of basic circuit performance
5.5.3	Troubleshoots basic circuits
5.6	<b>Preventive Maintenance</b>
5.6.1	Follows safe procedures
5.6.2	Inspects engine systems
5.6.3	Inspects body interior and exterior
5.6.4	Inspects electrical/electronic systems
5.6.5	Inspects frame and chassis
5.6.6	Conducts road test
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Ground Operation</b>
6.1.1	Follows company guidelines for asset protection
6.1.2	Identifies typical ground operation hazards
6.1.3	Conducts preliminary visual aircraft inspection
6.1.4	Services the electrical systems
6.1.5	Marshals and secures the aircraft
6.1.6	Uses tie-down procedures
6.2	<b>Electrical &amp; Electronic Components</b>
6.2.1	Adheres to safety practices and procedures for aircraft electrical and electronic power systems

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6.2.2	Fabricates, installs, and maintains electrical wiring harnesses
6.2.3	Installs, maintains, and troubleshoots instruments
6.2.4	Interprets electrical control and power schematics to ensure the operation of the system and its components
6.2.5	Measures voltage, current, and resistance in an electrical circuit to verify system operation and power levels
6.2.6	Selects, installs, and tests circuit protection devices
6.3	<b>Aircraft Structures</b>
6.3.1	Identifies and selects aircraft hardware and materials
6.3.2	Selects, installs, and removes fasteners to include rivets
6.3.3	Forms layout and bends sheet metal
6.3.4	Inspects and repairs composite and nonmetallic structures
6.3.5	Understands and applies bonding techniques and practices on metallic and nonmetallic structures
6.3.6	Fabricates and installs doublers, shelves, brackets, bracing, and support
6.3.7	Installs antennas using proper techniques, bonding, and cable routing
6.4	<b>Operational Checks</b>
6.4.1	Follows safety procedures
6.4.2	Applies external power to aircraft and systems
6.4.3	Identifies and properly operates specialty test equipment for avionics and instrument system operation
6.4.4	Knows and understands applicable regulatory requirements for operational testing
6.4.5	Follows operational checkout procedures in equipment installation manual
6.4.6	Creates or updates Instructions for Continued Airworthiness (ICA), Flight Manual Supplement (FMS), and others
6.5	<b>Troubleshooting</b>
6.5.1	Identifies and locates appropriate technical data for troubleshooting
6.5.2	Reads, understands, and follows technical data for troubleshooting
6.5.3	Knows and understands fault isolation
6.5.4	Identifies malfunctioning equipment and systems
6.6	<b>Installation</b>
6.6.1	Understands and specifies equipment required for types of aircraft operations
6.6.2	Identifies current aircraft avionics systems configuration
6.6.3	Reads drawings and interprets symbols and systems schematics
6.6.4	Knows and understands common avionics systems (communications, navigation, surveillance)
6.6.5	Determines wiring interface for a particular avionics installation
6.6.6	Maintains knowledge of installation techniques, including those required for instruments, radios, antennas, annunciator(s), and displays
6.6.7	Creates or updates electrical load analysis
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	Postsecondary nondegree award



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7.2	Licensed Aircraft Mechanic
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.

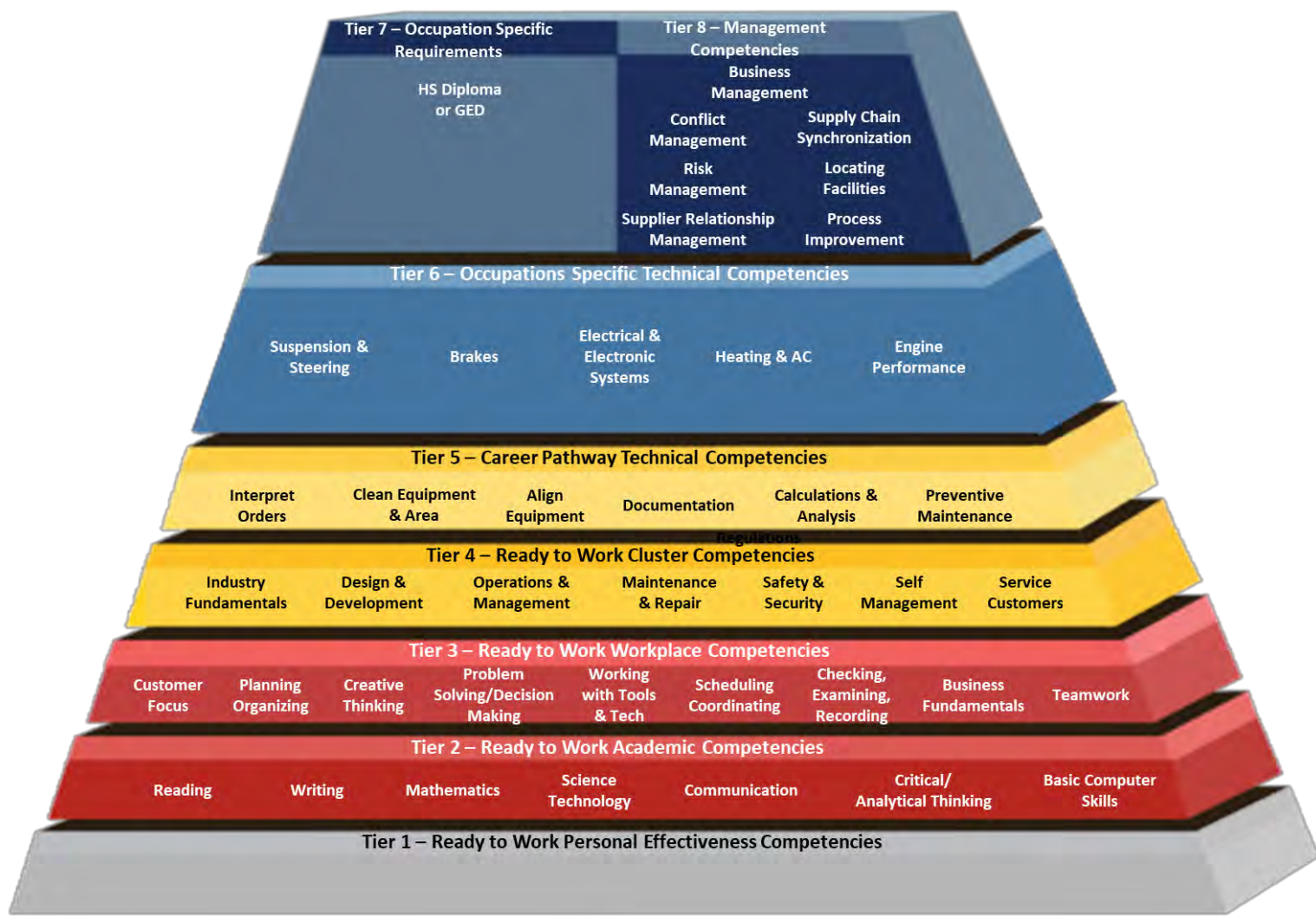
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8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.



ACCCP

# Automotive Body and Related Repairers

*Facility and Equipment Maintenance*



	<b>Alabama Competency Model Automotive Body and Related Repairers</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

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1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

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1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.



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1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.



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2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

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2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

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2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.



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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Interpret Orders</b>
5.1.1	Read and interpret maintenance manuals, service bulletins, and other specifications to determine the feasibility and method of repairing or replacing malfunctioning or damaged components
5.1.2	Read and understand operating manuals, blueprints, and technical drawings
5.1.3	Read and interpret operators' descriptions of problems to diagnose causes

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5.1.4	Review damage reports, prepare or review repair cost estimates, and plan work to be performed
5.1.5	Read specifications or confer with customers to determine the desired custom modifications for altering vehicles
5.1.6	Review work orders and discuss work with supervisors
5.1.7	Modify vehicles, systems, or components, following drawings, schematics, charts, engineering orders, and technical publications
5.2	<b>Clean Equipment &amp; Area</b>
5.2.1	Clean work areas, using air hoses, to remove damaged material and discarded fiberglass strips used in repair procedures
5.2.2	Maintain cleanliness of work area
5.2.3	Clean, strip, prime, and sand structural surfaces and materials to prepare them for bonding
5.2.4	Service and maintain equipment and related apparatus by performing activities such as flushing crankcases, cleaning screens, and or moving parts
5.2.5	Clean, refuel, and change oil in line service equipment
5.2.6	Clean engines, sediment bulk and screens, and fuel systems
5.2.7	Clean, lubricate, and perform other routine maintenance work on equipment and vehicles
5.2.8	Clean parts by spraying them with grease solvent or immersing them in tanks of solvent
5.2.9	Perform scheduled maintenance, and clean units and components
5.3	<b>Align Equipment</b>
5.3.1	Install and align repaired or replacement parts for subsequent riveting or welding, using clamps and wrenches
5.3.2	Align wheels, axles, frames, torsion bars, and steering mechanisms of automobiles, using special alignment equipment and wheel-balancing machines
5.3.3	Assemble gear systems, and align frames and gears
5.4	<b>Documentation</b>
5.4.1	Documents the maintenance or alteration per regulatory guidelines
5.4.2	Updates and maintains weight and balance records
5.4.3	Updates and maintains vehicle equipment list
5.4.4	Updates work order and maintenance records
5.5	<b>Calculations &amp; Analysis</b>
5.5.1	Knows and identifies basic facts and general principles about basic circuits
5.5.2	Performs calculations and analysis of basic circuit performance
5.5.3	Troubleshoots basic circuits
5.6	<b>Preventive Maintenance</b>
5.6.1	Follows safe procedures
5.6.2	Inspects engine systems
5.6.3	Inspects body interior and exterior
5.6.4	Inspects electrical/electronic systems
5.6.5	Inspects frame and chassis
5.6.6	Conducts road test
6	<b>Tier 6: Occupation Specific Technical Competencies</b>

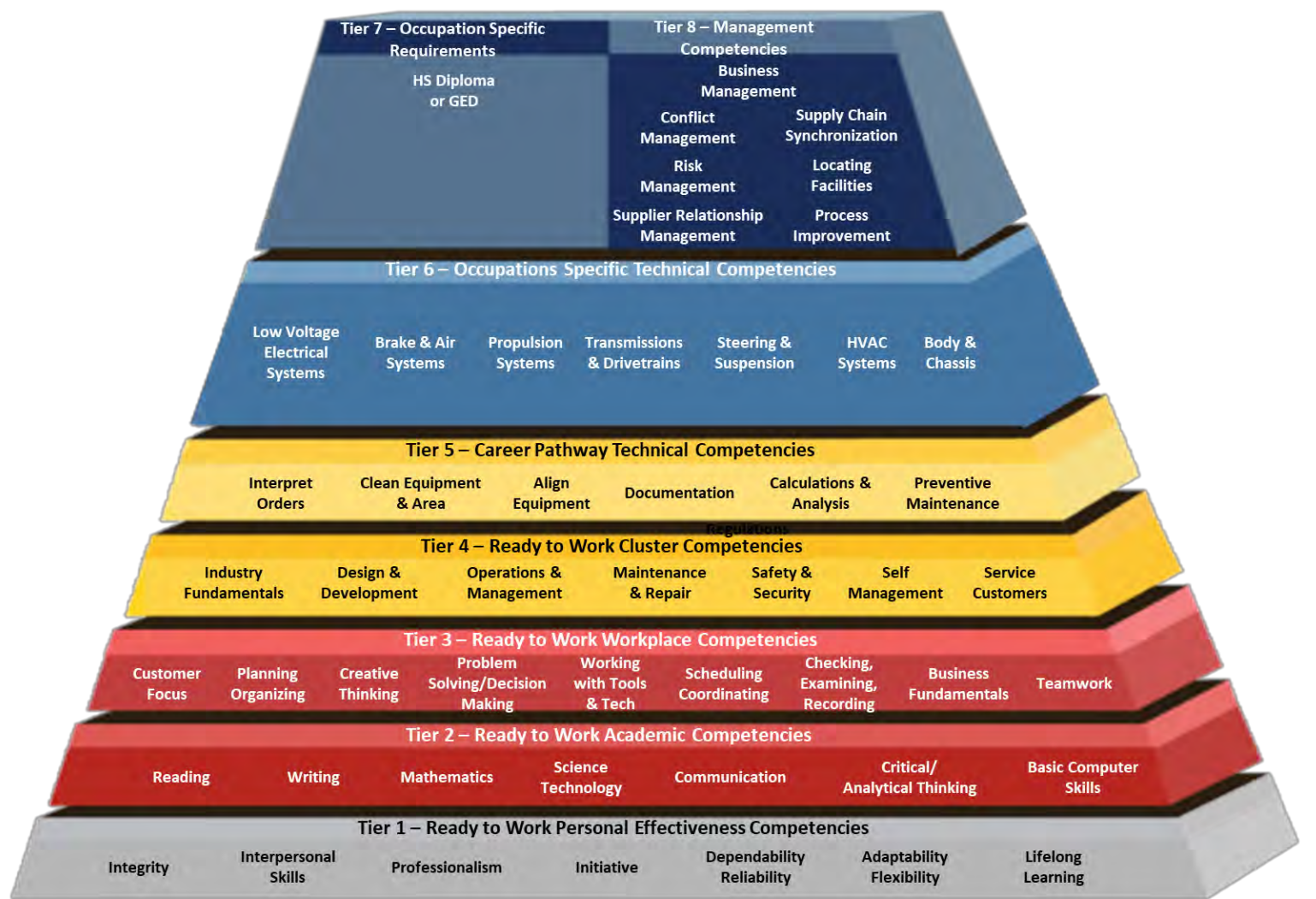
	<b>Alabama Competency Model Automotive Body and Related Repairers</b>
Code	
6.1.1	<b>Engine Repair</b>
6.1.2	Perform general mechanical engine diagnosis to determine necessary action
6.1.3	Inspect and repair cooling systems
6.2	<b>Suspension &amp; Steering</b>
6.2.1	Diagnose steering systems
6.2.2	Diagnose front suspension
6.2.3	Perform miscellaneous service
6.2.4	Diagnose wheel and tire
6.3	<b>Brakes</b>
6.3.1	Diagnose hydraulic system
6.3.2	Diagnose drum brake
6.3.3	Diagnose disc brake
6.3.4	Diagnose power assist units
6.3.5	Perform miscellaneous diagnosis and repair
6.3.6	Diagnose anti-lock brake system
6.4	<b>Electrical/Electronic Systems</b>
6.4.1	Diagnose general electrical systems
6.4.2	Diagnose and service battery
6.4.3	Diagnose starting system
6.4.4	Diagnose charging system
6.4.5	Diagnose and repair lighting systems
6.4.6	Diagnose and repair gauges, warning devices, and driver information systems
6.4.7	Diagnose and repair horn and wiper/washer
6.4.8	Diagnose and repair accessories
6.5	<b>Heating &amp; AC</b>
6.5.1	Diagnose heating, ventilation, and engine cooling systems
6.5.2	Recover, recycle and handle refrigerant
6.6	<b>Engine Performance</b>
6.6.1	Diagnose general engine performance
6.6.2	Diagnose computerized engine controls
6.6.3	Diagnose ignition system
6.6.4	Diagnose fuel, air induction, and exhaust systems
6.6.5	Diagnose emissions control systems
6.6.6	Perform miscellaneous engine related services
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
7.2	
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>

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Code	
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>

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8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.



# Mobile Heavy Equipment Mechanics, Except Engines

**ACCCP**
*Facility and Equipment Maintenance*


	<b>Alabama Competency Model Mobile Heavy Equipment Mechanics, Except Engines</b>
Code	
1	<b>Tier 1: Personal Effectiveness Competencies</b>
1.1	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
1.2	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
1.3	<b>Professionalism: Maintaining a professional presence.</b>

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1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations

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1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity

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1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.

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2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	<b>Mechanics</b>
2.2.2.1	Use standard syntax and sentence structure.
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	<b>Tone</b>
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	<b>Computation</b>
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	<b>Measurement and estimation</b>
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	<b>Application</b>
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	<b>Comprehension</b>
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.



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2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.



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2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>

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3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives
3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.

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3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.

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3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.
3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>

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3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing
3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.

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3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.
3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.

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3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions
4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed



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4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication

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4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Interpret Orders</b>
5.1.1	Read and interpret maintenance manuals, service bulletins, and other specifications to determine the feasibility and method of repairing or replacing malfunctioning or damaged components
5.1.2	Read and understand operating manuals, blueprints, and technical drawings
5.1.3	Read and interpret operators' descriptions of problems to diagnose causes
5.1.4	Review damage reports, prepare or review repair cost estimates, and plan work to be performed
5.1.5	Read specifications or confer with customers to determine the desired custom modifications for altering vehicles
5.1.6	Review work orders and discuss work with supervisors
5.1.7	Modify vehicles, systems, or components, following drawings, schematics, charts, engineering orders, and technical publications
5.2	<b>Clean Equipment &amp; Area</b>
5.2.1	Clean work areas, using air hoses, to remove damaged material and discarded fiberglass strips used in repair procedures
5.2.2	Maintain cleanliness of work area

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5.2.3	Clean, strip, prime, and sand structural surfaces and materials to prepare them for bonding
5.2.4	Service and maintain equipment and related apparatus by performing activities such as flushing crankcases, cleaning screens, and or moving parts
5.2.5	Clean, refuel, and change oil in line service equipment
5.2.6	Clean engines, sediment bulk and screens, and fuel systems
5.2.7	Clean, lubricate, and perform other routine maintenance work on equipment and vehicles
5.2.8	Clean parts by spraying them with grease solvent or immersing them in tanks of solvent
5.2.9	Perform scheduled maintenance, and clean units and components
5.3	<b>Align Equipment</b>
5.3.1	Install and align repaired or replacement parts for subsequent riveting or welding, using clamps and wrenches
5.3.2	Align wheels, axles, frames, torsion bars, and steering mechanisms of automobiles, using special alignment equipment and wheel-balancing machines
5.3.3	Assemble gear systems, and align frames and gears
5.4	<b>Documentation</b>
5.4.1	Documents the maintenance or alteration per regulatory guidelines
5.4.2	Updates and maintains weight and balance records
5.4.3	Updates and maintains vehicle equipment list
5.4.4	Updates work order and maintenance records
5.5	<b>Calculations &amp; Analysis</b>
5.5.1	Knows and identifies basic facts and general principles about basic circuits
5.5.2	Performs calculations and analysis of basic circuit performance
5.5.3	Troubleshoots basic circuits
5.6	<b>Preventive Maintenance</b>
5.6.1	Follows safe procedures
5.6.2	Inspects engine systems
5.6.3	Inspects body interior and exterior
5.6.4	Inspects electrical/electronic systems
5.6.5	Inspects frame and chassis
5.6.6	Conducts road test
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Low Voltage Electrical Systems</b>
6.1.1	Follows safe procedures
6.1.2	Performs general electrical/electronic diagnosis
6.1.3	Performs battery diagnosis and repair
6.1.4	Performs starting system diagnosis and repair
6.1.5	Performs charging system diagnosis and repair
6.1.6	Performs lighting systems diagnosis and repair
6.1.7	Performs gauge and warning device diagnosis and repair

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6.1.8	Diagnoses and repairs related electrical/electronic systems
6.1.9	Maintains, diagnoses, and repairs data communications systems
6.1.10	Maintains, diagnoses, and repairs multiplex systems
6.1.11	Maintains, diagnoses, and repairs fire suppression/ detection systems
6.1.12	Maintains, diagnoses, and repairs (electronic) signage systems
6.1.13	Maintains, diagnoses, and repairs radio communications systems
6.1.14	Maintains, diagnoses, and repairs hydraulic and pneumatic systems
6.1.15	Maintains, diagnoses, and repairs wireless communication systems
6.2	<b>Brake &amp; Air Systems</b>
6.2.1	Follows safe procedures
6.2.2	Maintains, diagnoses, and repairs air supply and service systems
6.2.3	Maintains, diagnoses, and repairs mechanical/foundation disc and drum brakes
6.2.4	Maintains, diagnoses, and repairs parking brakes
6.2.5	Maintains, diagnoses, and repairs wheel bearings
6.3	<b>Propulsion Systems</b>
6.3.1	Follows safe procedures
6.3.2	Maintains, diagnoses, and repairs internal combustion (IC) engines (note: applies generally to diesel, CNG and gasoline engines – see unique competencies below for each propulsion type)
6.3.3	Maintains, diagnoses, and repairs items specific to diesel engines
6.3.4	Maintains, diagnoses, and repairs items specific to gasoline engines
6.3.5	Maintains, diagnoses, and repairs items specific to CNG engines and related systems
6.3.6	Maintains, diagnoses, and repairs items specific to hybrid propulsion systems
6.3.7	Maintains, diagnoses, and repairs items specific to electric propulsion systems
6.3.8	Maintains, diagnoses, and repairs items specific to fuel cell propulsion systems
6.3.9	Overhaul of engine
6.4	<b>Transmissions &amp; Drivetrains</b>
6.4.1	Follows safe procedures
6.4.2	Maintains, diagnoses, and repairs transmissions
6.4.3	Maintains, diagnoses, and repairs drive shafts and universal joints
6.4.4	Maintains, diagnoses, and repairs drive axles
6.4.5	Overhaul of transmission
6.5	<b>Steering &amp; Suspension</b>
6.5.1	Follows safe procedures
6.5.2	Maintains, diagnoses, and repairs steering systems
6.5.3	Maintains, diagnoses, and repairs independent front suspensions
6.5.4	Maintains, diagnoses, and repairs straight/I-beam axles
6.5.5	Maintains, diagnoses, and repairs rear suspensions
6.5.6	Diagnoses, adjusts, and repairs wheel alignment
6.5.7	Maintains, diagnoses, and repairs wheels and tires

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6.6	<b>HVAC Systems</b>
6.6.1	Follows safe procedures
6.6.2	Performs basic HVAC system verifications and testing
6.6.3	Maintains, diagnoses, and repairs a/c system and related components
6.6.4	Maintains, diagnoses, and repairs heating and engine cooling systems
6.6.5	Maintains, diagnoses, and repairs HVAC operating systems and related controls
6.7	<b>Body and Chassis</b>
6.7.1	Follows safe procedures
6.7.2	Maintains, diagnoses, and repairs operator and passenger seating
6.7.3	Maintains, diagnoses, and repairs stanchions, grab rails, roll bars, and modesty panels
6.7.4	Maintains, diagnoses, and repairs windows
6.7.5	Maintains, diagnoses, and repairs door systems
6.7.6	Maintains, diagnoses, and repairs flooring, paneling and roof hatches
6.7.7	Inspects and repairs frame/chassis members
6.7.8	Welding
6.7.9	Collision repair and paint refinishing
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.

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8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.

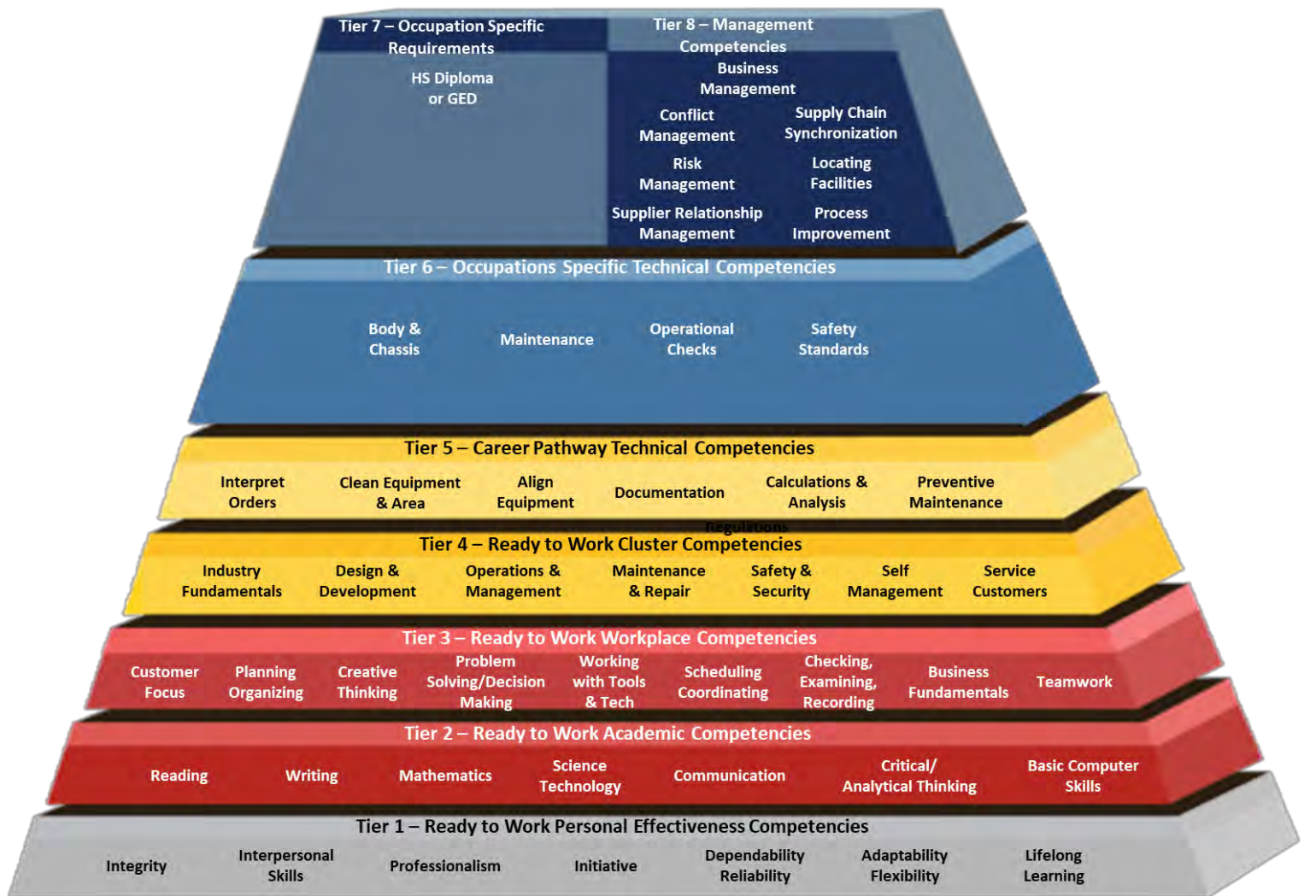
	<b>Alabama Competency Model Mobile Heavy Equipment Mechanics, Except Engines</b>
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8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.





# Rail Car Repairers

*Facility and Equipment Maintenance*



	<b>Alabama Competency Model Rail Car Repairers</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

## Alabama Competency Model Rail Car Repairers

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1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

## Alabama Competency Model Rail Car Repairers

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1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

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1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

## Alabama Competency Model Rail Car Repairers

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2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.



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2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.



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2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

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Code	
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>



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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Interpret Orders</b>
5.1.1	Read and interpret maintenance manuals, service bulletins, and other specifications to determine the feasibility and method of repairing or replacing malfunctioning or damaged components
5.1.2	Read and understand operating manuals, blueprints, and technical drawings
5.1.3	Read and interpret operators' descriptions of problems to diagnose causes

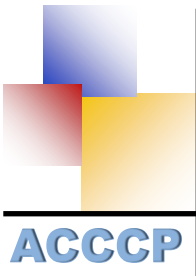
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5.1.4	Review damage reports, prepare or review repair cost estimates, and plan work to be performed
5.1.5	Read specifications or confer with customers to determine the desired custom modifications for altering vehicles
5.1.6	Review work orders and discuss work with supervisors
5.1.7	Modify vehicles, systems, or components, following drawings, schematics, charts, engineering orders, and technical publications
5.2	<b>Clean Equipment &amp; Area</b>
5.2.1	Clean work areas, using air hoses, to remove damaged material and discarded fiberglass strips used in repair procedures
5.2.2	Maintain cleanliness of work area
5.2.3	Clean, strip, prime, and sand structural surfaces and materials to prepare them for bonding
5.2.4	Service and maintain equipment and related apparatus by performing activities such as flushing crankcases, cleaning screens, and or moving parts
5.2.5	Clean, refuel, and change oil in line service equipment
5.2.6	Clean engines, sediment bulk and screens, and fuel systems
5.2.7	Clean, lubricate, and perform other routine maintenance work on equipment and vehicles
5.2.8	Clean parts by spraying them with grease solvent or immersing them in tanks of solvent
5.2.9	Perform scheduled maintenance, and clean units and components
5.3	<b>Align Equipment</b>
5.3.1	Install and align repaired or replacement parts for subsequent riveting or welding, using clamps and wrenches
5.3.2	Align wheels, axles, frames, torsion bars, and steering mechanisms of automobiles, using special alignment equipment and wheel-balancing machines
5.3.3	Assemble gear systems, and align frames and gears
5.4	<b>Documentation</b>
5.4.1	Documents the maintenance or alteration per regulatory guidelines
5.4.2	Updates and maintains weight and balance records
5.4.3	Updates and maintains vehicle equipment list
5.4.4	Updates work order and maintenance records
5.5	<b>Calculations &amp; Analysis</b>
5.5.1	Knows and identifies basic facts and general principles about basic circuits
5.5.2	Performs calculations and analysis of basic circuit performance
5.5.3	Troubleshoots basic circuits
5.6	<b>Preventive Maintenance</b>
5.6.1	Follows safe procedures
5.6.2	Inspects engine systems
5.6.3	Inspects body interior and exterior
5.6.4	Inspects electrical/electronic systems
5.6.5	Inspects frame and chassis
5.6.6	Conducts road test
6	<b>Tier 6: Occupation Specific Technical Competencies</b>

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6.1	<b>Body and Chassis</b>
6.1.1	Follows safe procedures
6.1.2	Maintains, diagnoses, and repairs operator and passenger seating
6.1.3	Maintains, diagnoses, and repairs stanchions, grab rails and modesty panels
6.1.4	Maintains, diagnoses, and repairs windows
6.1.5	Maintains, diagnoses, and repairs door systems
6.1.6	Maintains, diagnoses, and repairs flooring, paneling, roof hatches, and vehicle integrity
6.1.7	Maintains, diagnoses, and repairs wheelchair lifts, ramps and restraints
6.1.8	Maintains, diagnoses, and repairs passenger signaling (stop request) systems
6.1.9	Inspects and repairs frame/chassis members, air brakes, suspension, axles, and wheels.
6.1.10	Align car sides for installation of car ends and crossties, using width gauges, turnbuckles, and wrenches
6.1.11	Welding
6.1.12	Collision repair and paint refinishing
6.2	<b>Maintenance</b>
6.2.1	Perform pre-trip inspection
6.2.2	Perform post-trip inspection and tasks
6.2.3	Maintain accessory equipment
6.2.4	Practice preventative maintenance
6.3	<b>Operational Checks</b>
6.3.1	Follows safety procedures
6.3.2	Knows and understands applicable regulatory requirements for operational testing
6.3.3	Follows operational checkout procedures in equipment installation manual
6.4	<b>Safety Standards</b>
6.4.1	Complies with hours of service requirements
6.4.2	Operates in a way that minimizes negative impact of transportation on environmental health and safety
6.4.3	Responds appropriately and completes proper documentation in the event of an accident
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.

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8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.

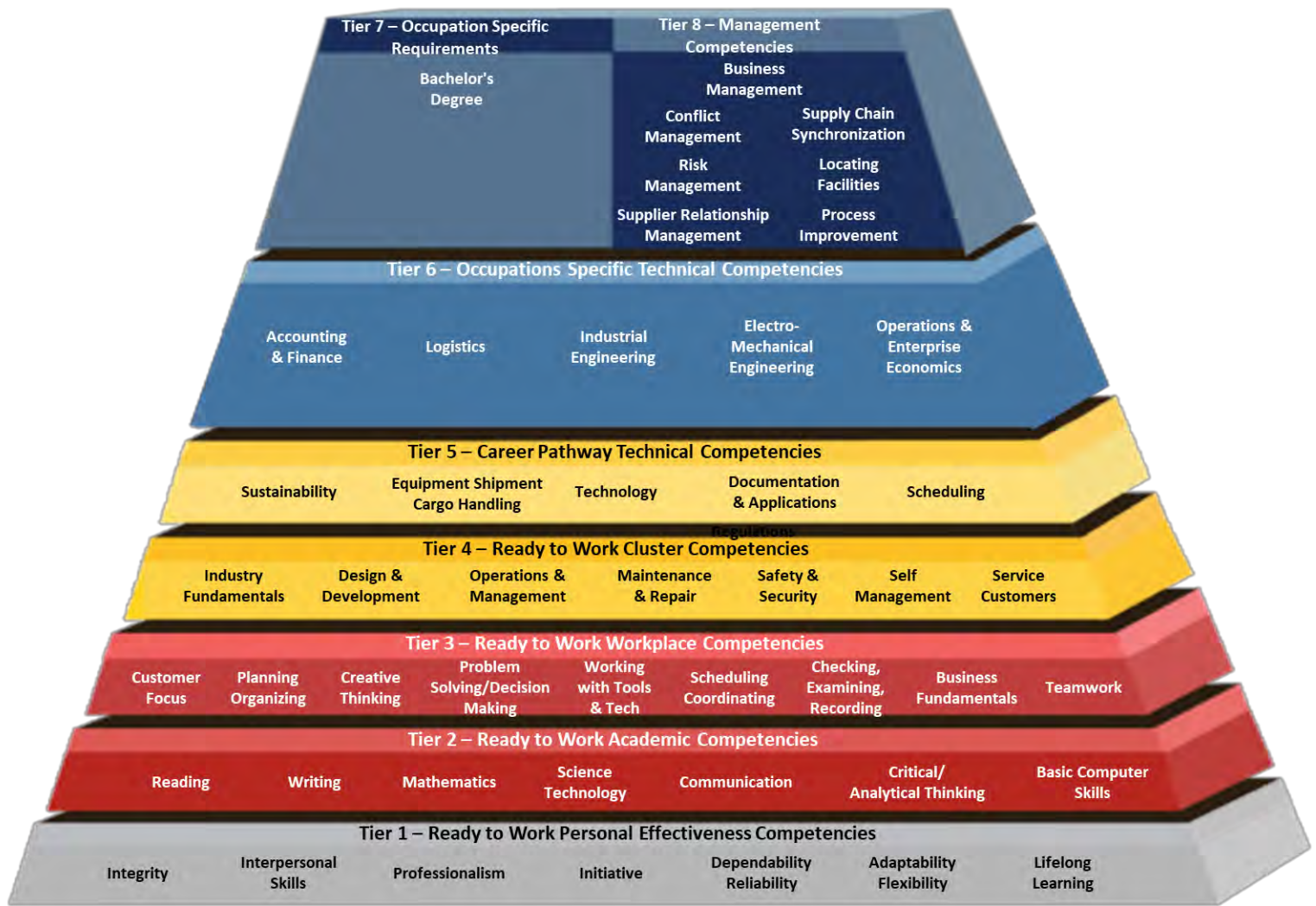
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8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.



# Logisticians

*Logistics Planning*



	<b>Alabama Competency Model Logisticians</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.



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1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

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1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

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1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

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2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

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2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

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2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.



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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Sustainability</b>
5.1.1	Pursue paperless documentation
5.1.2	Coordinate shipping and freight to use full truckloads
5.2	<b>Equipment Shipment Cargo Handling</b>
5.2.1	Shipment Load Planning and Palletization/ Consolidation

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5.2.2	Container Loading and Unloading Administration
5.3	<b>Technology</b>
5.3.1	Technology application
5.3.2	Integrated system design and application
5.3.3	E-Logistics IT Solutioning
5.3.4	Information Technology and Network Security
5.4	<b>Documentation &amp; Applications</b>
5.4.1	Receive or prepare work orders
5.5	<b>Scheduling</b>
5.5.1	Schedule or dispatch workers, work crews, equipment, or service vehicles to appropriate locations, according to customer requests, specifications, or needs, using radios, telephones, or electronic devices
5.5.2	Ensure timely and efficient movement of vehicles, according to orders and schedules
5.5.3	Implement schedule or policy changes for transportation services
5.5.4	Schedule or monitor air or surface pickup, delivery, or distribution of products or materials
5.5.5	Arrange for necessary shipping documentation and contact customs officials to effect release of shipments
5.5.6	Track and trace goods while they are en route to their destinations, expediting orders when necessary
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Accounting and Finance</b>
6.1.1	Understand basic accounting and finance terminology
6.1.2	Apply managerial and cost accounting concepts in daily work
6.1.3	Conduct return on investment analysis
6.1.4	Employ inventory and inventory controls
6.1.5	Formulate and use key performance indicators
6.2	<b>Logistics</b>
6.2.1	Understand the full spectrum of supply chain management
6.2.2	Manage the deployment of material handling equipment
6.2.3	Develop and document standard and emergency operating procedures for receiving, handling, storing, shipping, or salvaging products or materials
6.2.4	Develop or document reverse logistics management processes to ensure maximal efficiency of product recycling, reuse, or final disposal
6.2.5	Develop or document procedures to minimize or mitigate carbon output resulting from the movement of materials or products
6.2.6	Arrange for storage facilities when required
6.3	<b>Industrial Engineering</b>
6.3.1	Troubleshoot and resolve issues with unfamiliar processes
6.3.2	Understand basic capabilities and uses of simulations
6.3.3	Review vendor specifications
6.3.4	Use basic AutoCAD software functions



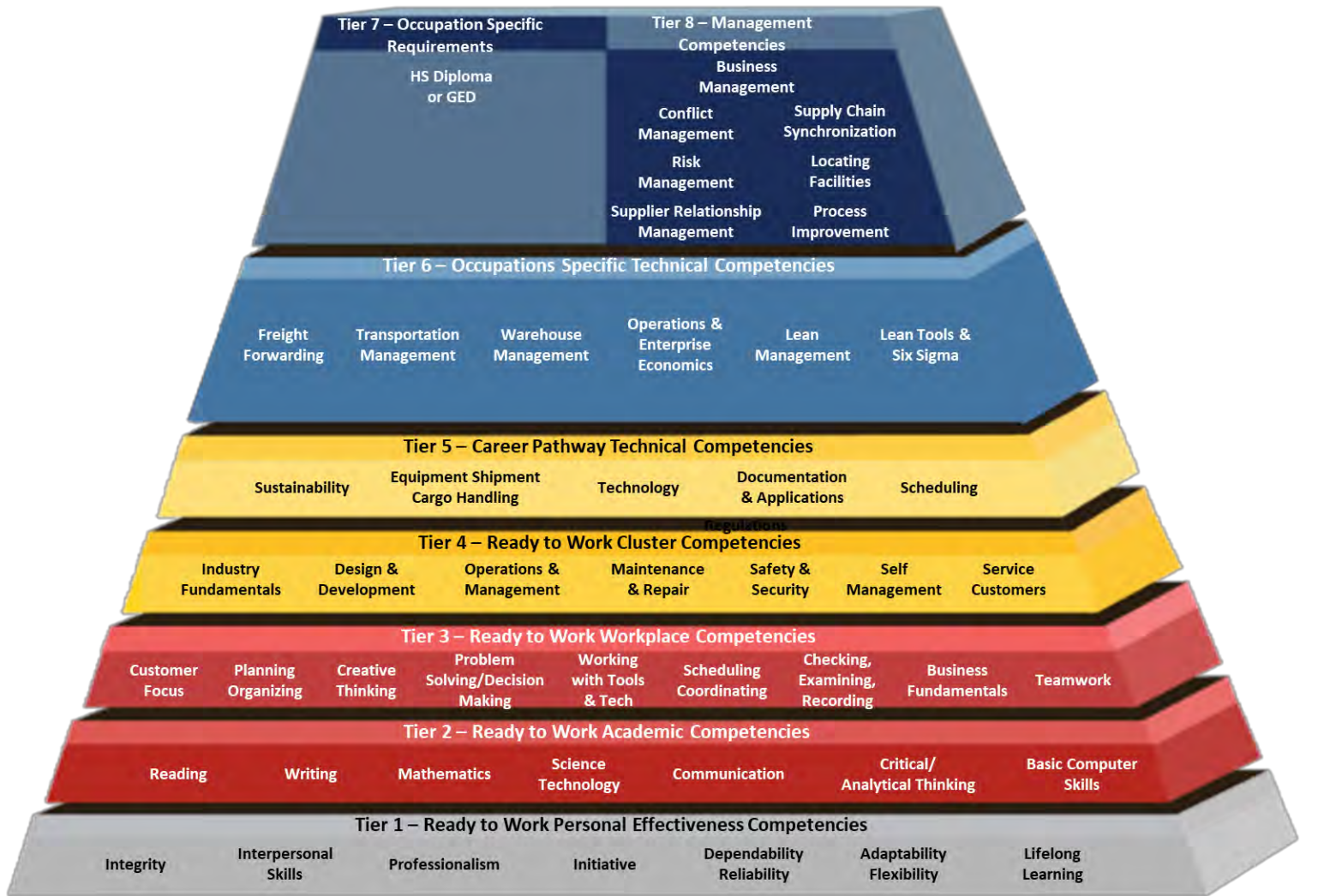
## Alabama Competency Model Logisticians

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6.3.5	Adhere to safety concepts in operations and materials handling
6.3.6	Be aware of the regulatory environment (codes, permits, etc.)
6.3.7	Apply ergonomics concepts within daily work
6.3.8	Conduct fundamental work measurement and time study
6.3.9	Adopt continuous process improvement to discover and resolve problems
6.3.10	Optimize resources (machines, technology, space, funding) within an environment
6.3.11	Review facility layouts for optimization
6.3.12	Design the optimal process for moving products
6.3.13	Understand the impacts of process on operations and equipment
6.3.14	Assist with the conceptual design and execution of processes
6.3.15	Technology infrastructure management and integration
6.4	<b>Electro-mechanical Engineering</b>
6.4.1	Understand the use and programming of programmable logic controllers
6.4.2	Recognize the fundamentals of machine control
6.4.3	Use warehouse control systems
6.4.4	Understand basic IT networking for the location of data drops
6.4.5	Operate barcode scanners
6.4.6	Operate industrial electricity controllers
6.4.7	Be aware of the basics of heating, ventilating, and air conditioning within a warehouse
6.4.8	Apply basic facilities management principles
6.5	<b>Operations &amp; Enterprise Economics</b>
6.5.1	Understand the importance of and demonstrate the ability to take raw materials or knowledge and convert it into a product or service that has more value to the customer than the original material or data
6.5.2	Determine the success or failure rate of a business using financial accounting, incorporating terms and techniques including income, expense, cost of goods sold, gross margin, balance sheet, return on assets, inventory turns, capital asset management, and cash management
6.5.3	Employ the technique of break-even analysis, which finds the break-even point, the volume at which revenues exceed total costs
6.5.4	Find the best operating level (BOL), the level of capacity a process was designed for
6.5.5	Use cost accounting systems to keep track of all costs of building products, labor, material, overhead, and variances These systems include activity- based costing (ABC) and cost analysis and control
6.5.6	Prepare or direct preparation of correspondence, reports, and operations, maintenance, and safety manuals
6.5.7	Prepare reports on logistics performance measures
6.5.8	Convert outputs to inputs; recycle end-products and components when possible
6.5.9	Incorporate renewable raw materials
6.5.10	Assemble an effective reverse logistics program
6.5.11	Pursue transportation alternative to reduce energy and emissions
6.5.12	Utilize safe and reusable containerization
6.5.13	Be able to calculate carbon footprint of business processes

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7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	Bachelor's degree
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.

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8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.

# Transportation, Storage, and Distribution Managers

**ACCCP**
*Logistics Planning*


	<b>Alabama Competency Model Transportation, Storage, and Distribution Managers</b>
Code	
1	<b>Tier 1: Personal Effectiveness Competencies</b>
1.1	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
1.2	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
1.3	<b>Professionalism: Maintaining a professional presence.</b>

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1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations



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1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity



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1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.

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2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	<b>Mechanics</b>
2.2.2.1	Use standard syntax and sentence structure.
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	<b>Tone</b>
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	<b>Computation</b>
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	<b>Measurement and estimation</b>
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	<b>Application</b>
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	<b>Comprehension</b>
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.

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2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.

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2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>

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3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives
3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.

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3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.

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3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.
3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>



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3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing
3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.

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3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.
3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.

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3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions
4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed

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4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication

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4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Sustainability</b>
5.1.1	Pursue paperless documentation
5.1.2	Coordinate shipping and freight to use full truckloads
5.2	<b>Equipment Shipment Cargo Handling</b>
5.2.1	Shipment Load Planning and Palletization/ Consolidation
5.2.2	Container Loading and Unloading Administration
5.3	<b>Technology</b>
5.3.1	Technology application
5.3.2	Integrated system design and application
5.3.3	E-Logistics IT Solutioning
5.3.4	Information Technology and Network Security
5.4	<b>Documentation &amp; Applications</b>
5.4.1	Receive or prepare work orders
5.5	<b>Scheduling</b>

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5.5.1	Schedule or dispatch workers, work crews, equipment, or service vehicles to appropriate locations, according to customer requests, specifications, or needs, using radios, telephones, or electronic devices
5.5.2	Ensure timely and efficient movement of vehicles, according to orders and schedules
5.5.3	Implement schedule or policy changes for transportation services
5.5.4	Schedule or monitor air or surface pickup, delivery, or distribution of products or materials
5.5.5	Arrange for necessary shipping documentation and contact customs officials to effect release of shipments
5.5.6	Track and trace goods while they are en route to their destinations, expediting orders when necessary
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Freight Forwarding</b>
6.1.1	Cargo Receipt and Inspection
6.1.2	Cargo Issuance and Dispatch
6.1.3	Cargo Security Control
6.1.4	Cold Chain Operations Administration
6.1.5	Time Sensitive Cargo Delivery Management
6.1.6	Livestock Cargo Administration
6.1.7	Cargo Tracking System Administration
6.1.8	Import and Export Documentation Administration
6.1.9	Freight Insurance Administration
6.1.10	Freight and Cargo Claim Administration
6.1.11	International Trade Legislation Compliance
6.1.12	Pricing for Cargo Services and Operations
6.1.13	Develop and document standard and emergency operating procedures for receiving, handling, storing, shipping, or salvaging products or materials
6.1.14	Develop or document reverse logistics management processes to ensure maximal efficiency of product recycling, reuse, or final disposal
6.1.15	Develop or document procedures to minimize or mitigate carbon output resulting from the movement of materials or products
6.2	<b>Transportation Management</b>
6.2.1	Transportation hub / control center administration
6.2.2	Transportation management system administration
6.2.3	Transportation route and scheduling planner
6.2.4	Transportation equipment handling
6.2.5	Pricing for transportation services and operations
6.2.6	Material Handling Equipment (MHE) Handling
6.2.7	Equipment Maintenance
6.2.8	Technology infrastructure management and integration

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6.2.9	Arrange for storage facilities when required
6.3	<b>Warehouse Management</b>
6.3.1	Warehouse administration
6.3.2	Warehouse management system (WMS) administration
6.3.3	Warehouse automation application
6.3.4	Warehouse layout design
6.3.5	Warehouse space utilization
6.3.6	Warehouse inventory control / audit
6.3.7	Warehouse performance measurement
6.3.8	Warehouse maintenance and housekeeping
6.3.9	Warehouse Facility management
6.3.10	Facility security control
6.3.11	Pricing for Warehouse services and operations
6.3.12	Cross docking
6.4	<b>Operations &amp; Enterprise Economics</b>
6.4.1	Understand the importance of and demonstrate the ability to take raw materials or knowledge and convert it into a product or service that has more value to the customer than the original material or data
6.4.2	Determine the success or failure rate of a business using financial accounting, incorporating terms and techniques including income, expense, cost of goods sold, gross margin, balance sheet, return on assets, inventory turns, capital asset management, and cash management
6.4.3	Employ the technique of break-even analysis, which finds the break-even point, the volume at which revenues exceed total costs
6.4.4	Find the best operating level (BOL), the level of capacity a process was designed for
6.4.5	Use cost accounting systems to keep track of all costs of building products, labor, material, overhead, and variances These systems include activity- based costing (ABC) and cost analysis and control
6.4.6	Prepare or direct preparation of correspondence, reports, and operations, maintenance, and safety manuals
6.4.7	Prepare reports on logistics performance measures
6.4.8	Convert outputs to inputs; recycle end-products and components when possible
6.4.9	Incorporate renewable raw materials
6.4.10	Assemble an effective reverse logistics program
6.4.11	Pursue transportation alternative to reduce energy and emissions
6.4.12	Utilize safe and reusable containerization
6.4.13	Understand current industry and government regulations governing sustainability
6.4.14	Enterprise database system administration
6.5	<b>Lean management</b>
6.5.1	Identify and reduce or eliminate waste in all areas of a supply chain
6.5.2	Calculate the total system cost of delivering a product or service to the customer

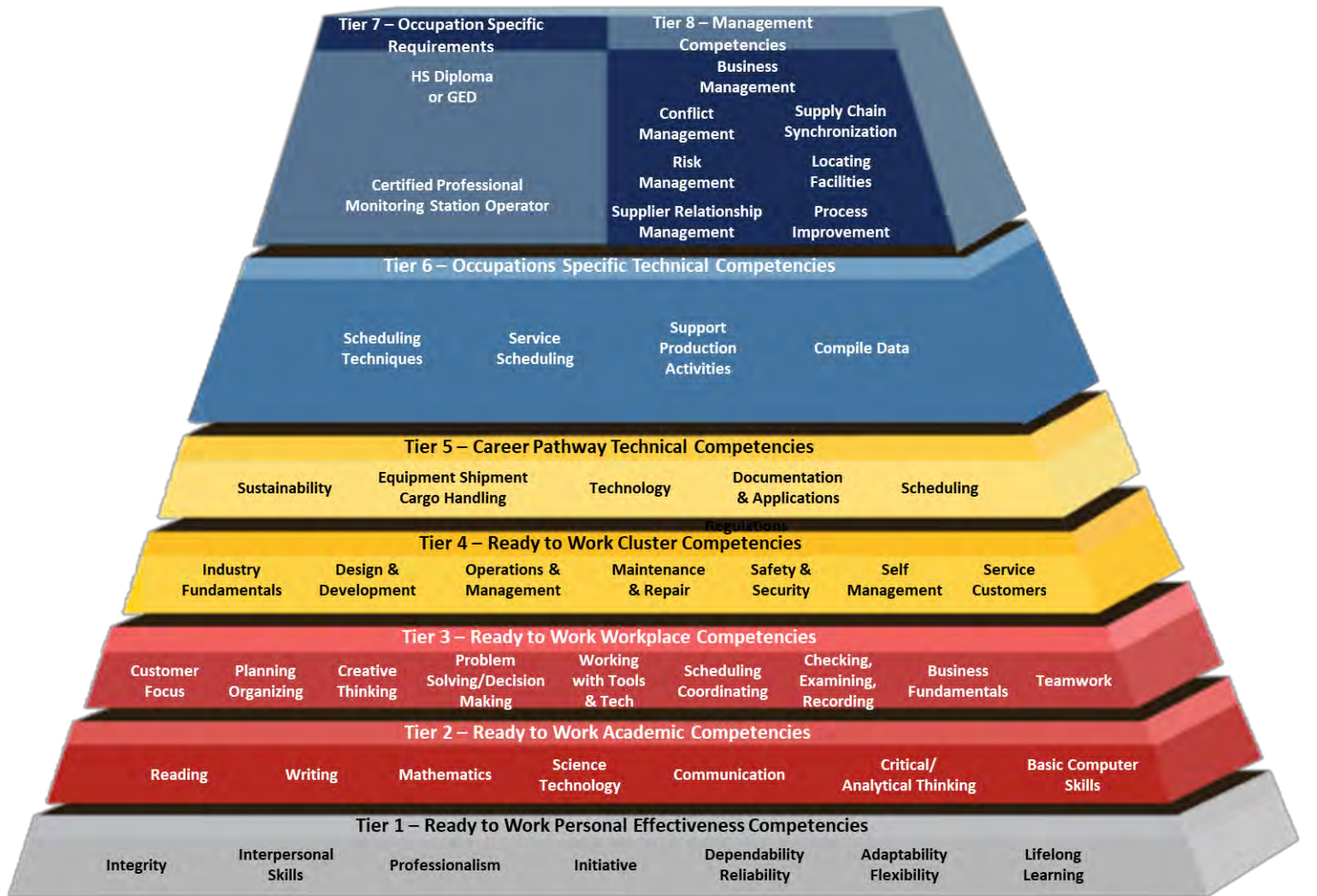


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6.5.3	Develop systems that allow employees to produce perfect results by: Educating suppliers to create value for customers by streamlining processes in the value chain
6.5.4	Using suppliers whose methods and core competencies will align with lean requirements and developing long-term relationships with them
6.5.5	Reducing or entirely eliminating the cost of changing from one product or service to another
6.6	<b>Lean Tools &amp; Six Sigma</b>
6.6.1	Establish improvement initiatives focused on the reduction or elimination of waste in all areas of the supply chain
6.6.2	Execute ways of eliminating unnecessary steps in product design, as well as aligning suppliers' processes with the delivery schedules required for lean manufacturing
6.6.3	Demonstrate an understanding of unit acquisition cost by examining the total cost of ownership (TCO)
6.6.4	Demonstrate the knowledge and experience to actively participate in Lean teams using tools such as: Just-in-Time, Kaizen events, Kanban, Value Stream Mapping
6.6.5	Demonstrate the knowledge and experience to actively participate in Six Sigma teams to define, measure, analyze, improve, and control processes (DMAIC)
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.

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8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.

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8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.

# Dispatchers, Except Police, Fire, and Ambulance

**ACCCP**
*Logistics Planning*


	<b>Alabama Competency Model Dispatchers, Except Police, Fire, and Ambulance</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

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1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality



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1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.



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1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

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2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

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2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

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2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing



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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Sustainability</b>
5.1.1	Pursue paperless documentation
5.1.2	Coordinate shipping and freight to use full truckloads
5.2	<b>Equipment Shipment Cargo Handling</b>
5.2.1	Shipment Load Planning and Palletization/ Consolidation

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5.2.2	Container Loading and Unloading Administration
5.3	<b>Technology</b>
5.3.1	Technology application
5.3.2	Integrated system design and application
5.3.3	E-Logistics IT Solutioning
5.3.4	Information Technology and Network Security
5.4	<b>Documentation &amp; Applications</b>
5.4.1	Receive or prepare work orders
5.5	<b>Scheduling</b>
5.5.1	Schedule or dispatch workers, work crews, equipment, or service vehicles to appropriate locations, according to customer requests, specifications, or needs, using radios, telephones, or electronic devices
5.5.2	Ensure timely and efficient movement of vehicles, according to orders and schedules
5.5.3	Implement schedule or policy changes for transportation services
5.5.4	Schedule or monitor air or surface pickup, delivery, or distribution of products or materials
5.5.5	Arrange for necessary shipping documentation and contact customs officials to effect release of shipments
5.5.6	Track and trace goods while they are en route to their destinations, expediting orders when necessary
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Scheduling Techniques</b>
6.1.1	Understand how to implement and determine the appropriate scheduling technique to control capacity at work centers:
6.1.2	Finite scheduling
6.1.3	Infinite scheduling
6.1.4	Forward scheduling
6.1.5	Backward scheduling
6.2	<b>Service Scheduling</b>
6.2.1	Create service schedules that maintain capacity levels to meet anticipated demand.
6.2.2	Take into consideration employee skill mix, shift assignments and employee preferences
6.3	<b>Support Production Activities</b>
6.3.1	Coordinate with internal and external stakeholders to optimise inventory control and production
6.3.2	Coordinate with the maintenance team to align production targets with the planning of maintenance and turnaround schedules.
6.3.3	Highlight issues that affect production output
6.3.4	Respond to product non-conformance with the production and technical teams, to minimize interruption to production schedules
6.3.5	Support the reporting of plant production status and raw materials inventories
6.4	<b>Compile Data</b>
6.4.1	Compile information, such as production rates and progress, materials inventories, materials used, or customer information, so that status reports can be completed.

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6.4.2	Compile and prepare documentation related to production sequences, transportation, personnel schedules, or purchase, maintenance, or repair orders.
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
7.2	Certified Professional Monitoring Station Operator
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.

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8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.

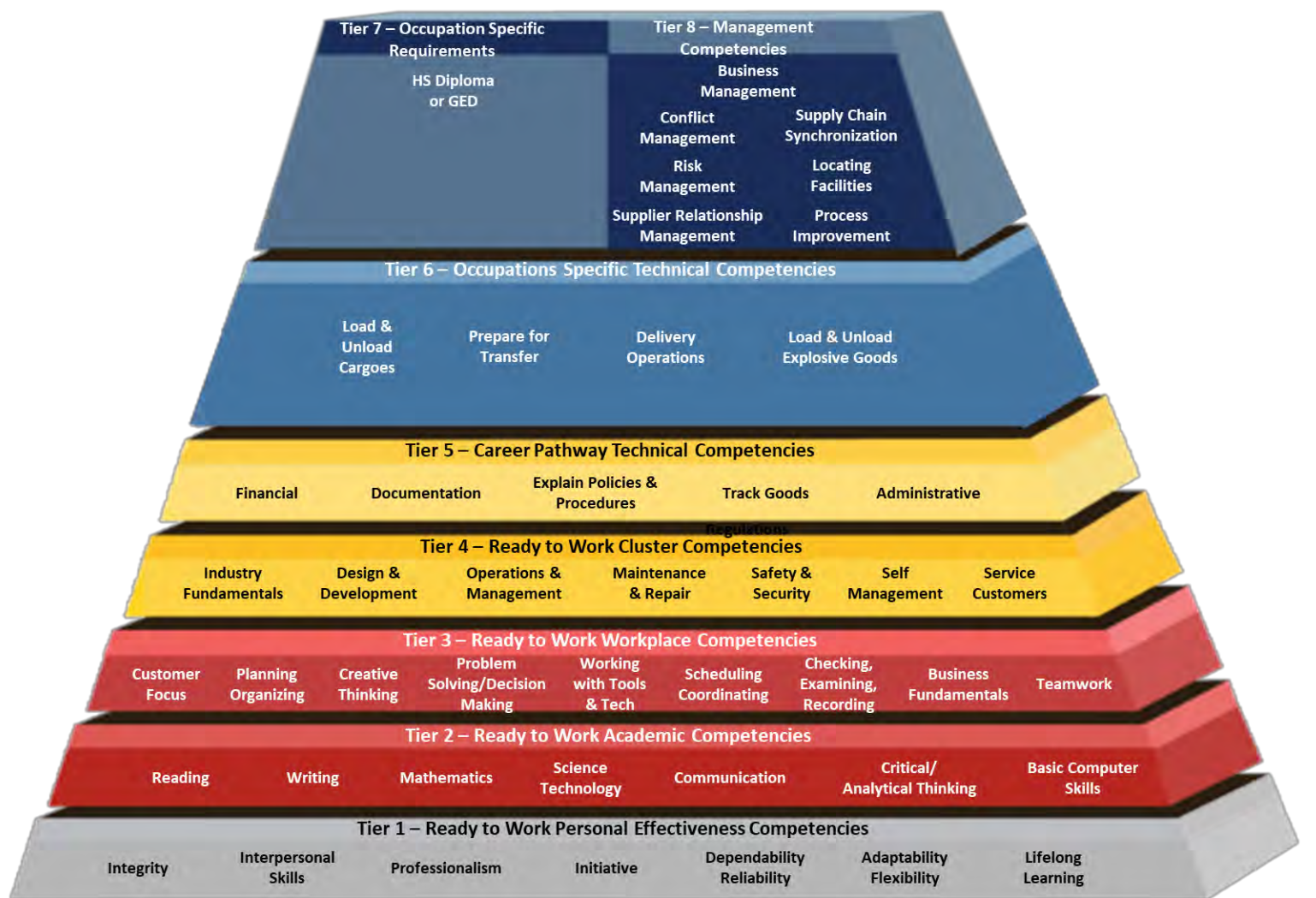




ACCCP

# Cargo and Freight Agents

*Sales and Service*



## Alabama Competency Model Cargo and Freight Agents

Code	
1	<b>Tier 1: Personal Effectiveness Competencies</b>
1.1	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
1.2	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
1.3	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

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1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

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Code	
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

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Code	
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

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Code	
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.



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Code	
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.



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Code	
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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Code	
3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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Code	
4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>



## Alabama Competency Model Cargo and Freight Agents

Code	
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Financial</b>
5.1.1	Review documents, such as purchase orders, sales tickets, charge slips, or hospital records, to compute fees or charges due
5.1.2	Estimate market value of products or services
5.1.3	Estimate freight or postal rates and record shipment costs and weights

## Alabama Competency Model Cargo and Freight Agents

Code	
5.1.4	Calculate weight, volume, or cost of goods to be moved
5.1.5	Review compiled data on operating costs and revenues to set rates
5.1.6	Verify signatures and required information on checks
5.1.7	Verify accuracy of billing data and revise any errors
5.2	<b>Documentation</b>
5.2.1	Prepare itemized statements, bills, or invoices and record amounts due for items purchased or services rendered
5.2.2	Prepare shipping documentation, such as bills of lading, packing lists, dock receipts, or certificates of origin
5.2.3	Prepare invoices or cost quotations for freight transportation
5.2.4	Arrange for applicable duties, taxes, or paperwork for customs clearance
5.2.5	Update manuals when rates, rules, or regulations are amended
5.2.6	Keep records of all goods shipped, received, and stored
5.2.7	Keep records of goods dispatched or received
5.3	<b>Explain Policies &amp; Procedures</b>
5.3.1	Answer mail or telephone inquiries regarding rates, routing, or procedures
5.3.2	Inform clients of factors such as shipping options, timelines, transfers, or regulations affecting shipments
5.3.3	Provide detailed port information to importers or exporters
5.3.4	Contact customers to obtain or relay account information
5.3.5	Refer exporters to experts in areas such as trade financing, international marketing, government export requirements, international banking, or marine insurance
5.4	<b>Track Goods</b>
5.4.1	Track delivery progress of shipments
5.4.2	Retrieve stored items and trace lost shipments as necessary
5.4.3	Monitor or record locations of goods in transit
5.5	<b>Administrative</b>
5.5.2	Route statements for mailing or over-the-counter delivery to customers
5.5.3	Type billing documents, shipping labels, credit memorandums, or credit forms, using computers
5.5.4	Direct or participate in cargo loading to ensure completeness of load and even distribution of weight
5.5.5	Assist clients in obtaining insurance reimbursements
5.5.6	Enter shipping information into a computer by hand or by a hand-held scanner that reads bar codes on goods
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Load &amp; unload cargoes</b>
6.1.1	Plan cargo loading
6.1.2	Inventory cargo
6.1.3	Complete documentation
6.1.4	Prepare to deliver cargo
6.1.5	Deliver cargo to specific route
6.1.6	Report on delivery activities

## Alabama Competency Model Cargo and Freight Agents

Code	
6.2	<b>Prepare For Transfer</b>
6.2.1	Lash and unlash cargoes
6.3	<b>Delivery Operations</b>
6.3.1	Prepare to deliver cargo
6.3.2	Deliver cargo to specific route
6.3.3	Report on delivery activities
6.4	<b>Load &amp; Unload Explosive Goods</b>
6.4.1	Prepare to load and unload
6.4.2	Check the vehicle
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.

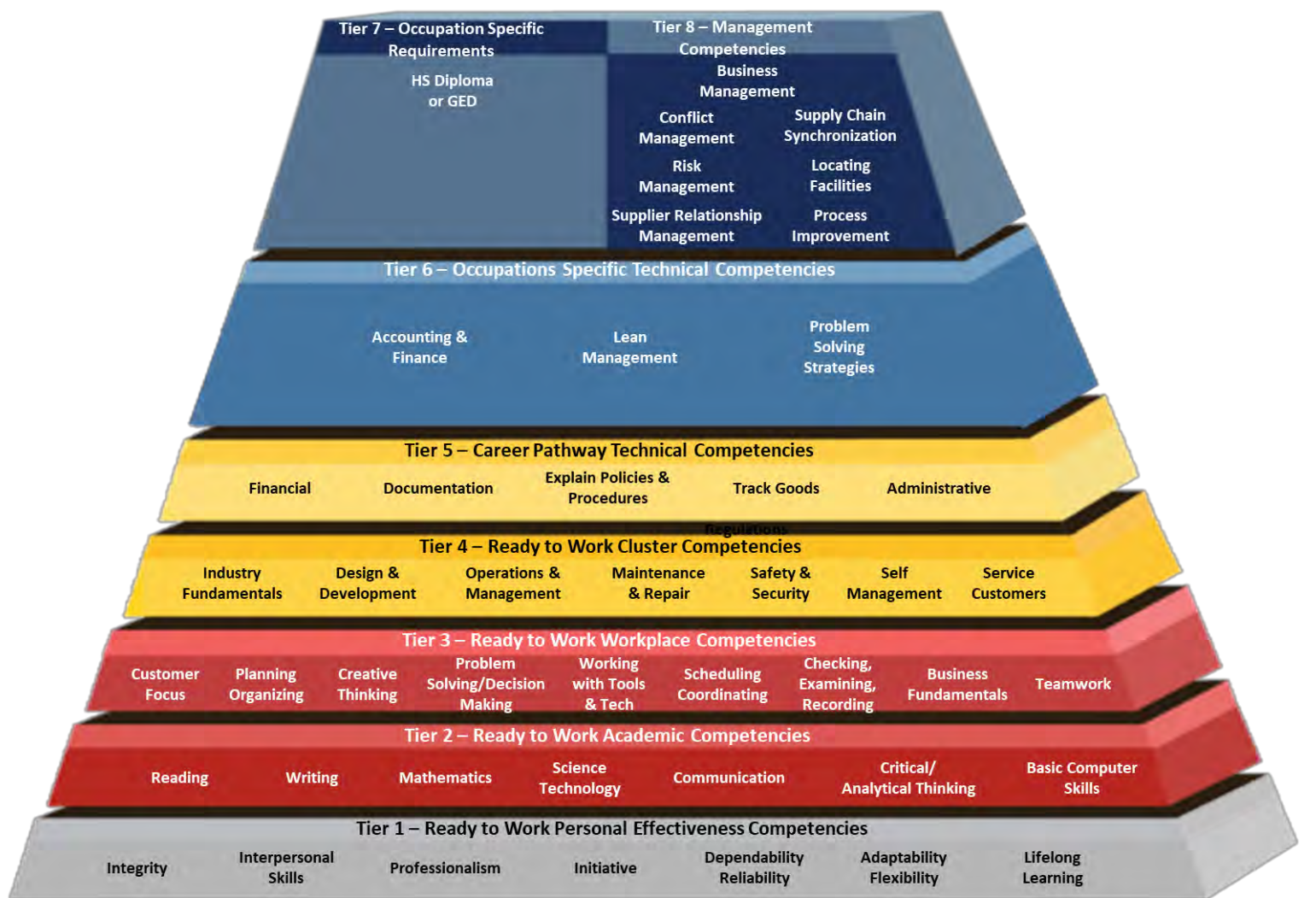
## Alabama Competency Model Cargo and Freight Agents

Code	
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.

**ACCCP**

# Billing and Posting Clerks

*Sales and Service*



	<b>Alabama Competency Model Occupation Title</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.



	<b>Alabama Competency Model Occupation Title</b>
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1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality



	<b>Alabama Competency Model Occupation Title</b>
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1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

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Code	
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

	<b>Alabama Competency Model Occupation Title</b>
Code	
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

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2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

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2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.



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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Financial</b>
5.1.1	Review documents, such as purchase orders, sales tickets, charge slips, or hospital records, to compute fees or charges due
5.1.2	Estimate market value of products or services
5.1.3	Estimate freight or postal rates and record shipment costs and weights

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5.1.4	Calculate weight, volume, or cost of goods to be moved
5.1.5	Review compiled data on operating costs and revenues to set rates
5.1.6	Verify signatures and required information on checks
5.1.7	Verify accuracy of billing data and revise any errors
5.2	<b>Documentation</b>
5.2.1	Prepare itemized statements, bills, or invoices and record amounts due for items purchased or services rendered
5.2.2	Prepare shipping documentation, such as bills of lading, packing lists, dock receipts, or certificates of origin
5.2.3	Prepare invoices or cost quotations for freight transportation
5.2.4	Arrange for applicable duties, taxes, or paperwork for customs clearance
5.2.5	Update manuals when rates, rules, or regulations are amended
5.2.6	Keep records of all goods shipped, received, and stored
5.2.7	Keep records of goods dispatched or received
5.3	<b>Explain Policies &amp; Procedures</b>
5.3.1	Answer mail or telephone inquiries regarding rates, routing, or procedures
5.3.2	Inform clients of factors such as shipping options, timelines, transfers, or regulations affecting shipments
5.3.3	Provide detailed port information to importers or exporters
5.3.4	Contact customers to obtain or relay account information
5.3.5	Refer exporters to experts in areas such as trade financing, international marketing, government export requirements, international banking, or marine insurance
5.4	<b>Track Goods</b>
5.4.1	Track delivery progress of shipments
5.4.2	Retrieve stored items and trace lost shipments as necessary
5.4.3	Monitor or record locations of goods in transit
5.5	<b>Administrative</b>
5.5.2	Route statements for mailing or over-the-counter delivery to customers
5.5.3	Type billing documents, shipping labels, credit memorandums, or credit forms, using computers
5.5.4	Direct or participate in cargo loading to ensure completeness of load and even distribution of weight
5.5.5	Assist clients in obtaining insurance reimbursements
5.5.6	Enter shipping information into a computer by hand or by a hand-held scanner that reads bar codes on goods
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Accounting and Finance</b>
6.1.1	Understand basic accounting and finance terminology
6.1.2	Apply managerial and cost accounting concepts in daily work
6.1.3	Conduct return on investment analysis
6.1.4	Employ inventory and inventory controls
6.1.5	Formulate and use key performance indicators

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6.1.6	Compute credit terms, discounts, shipment charges, or rates for goods or services to complete billing documents
6.1.7	Match statements with batches of canceled checks by account numbers
6.2	<b>Lean management</b>
6.2.1	Identify and reduce or eliminate waste in all areas of a supply chain
6.2.2	Calculate the total system cost of delivering a product or service to the customer
6.2.3	Develop systems that allow employees to produce perfect results by: Educating suppliers to create value for customers by streamlining processes in the value chain
6.2.4	Using suppliers whose methods and core competencies will align with lean requirements and developing long-term relationships with them
6.2.5	Reducing or entirely eliminating the cost of changing from one product or service to another
6.3	<b>Problem Solving Strategies</b>
6.3.1	Seeks accurate and adequate information from appropriate sources
6.3.2	Exercise troubleshooting tactics
6.3.3	Employ(s) proper problem-solving strategies
6.3.4	Uses appropriate and timely decision-making processes
6.3.5	Sets priorities appropriately
6.3.6	Identifies and considers options effectively
6.3.7	Monitors, reviews, and adapts decisions as required
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>



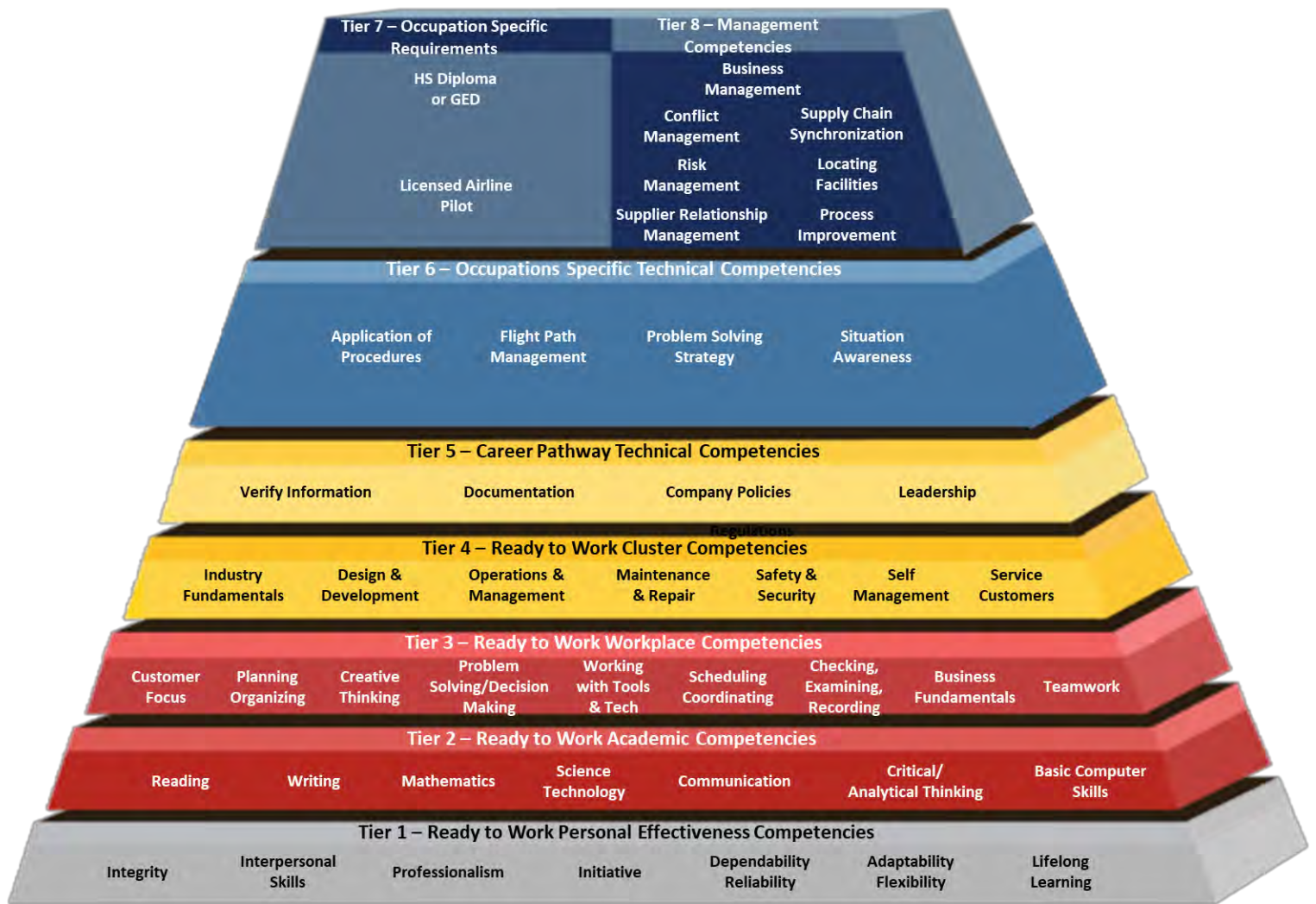
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8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.

	<b>Alabama Competency Model Occupation Title</b>
Code	
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.



# Commercial Pilots

*Transportation Operations*



## Alabama Competency Model Commercial Pilots

Code	
1	<b>Tier 1: Personal Effectiveness Competencies</b>
1.1	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
1.2	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
1.3	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

## Alabama Competency Model Commercial Pilots

Code	
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

## Alabama Competency Model Commercial Pilots

Code	
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

## Alabama Competency Model Commercial Pilots

Code	
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.



## Alabama Competency Model Commercial Pilots

Code	
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

## Alabama Competency Model Commercial Pilots

Code	
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

## Alabama Competency Model Commercial Pilots

Code	
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

## Alabama Competency Model Commercial Pilots

Code	
3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

## Alabama Competency Model Commercial Pilots

Code	
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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Code	
3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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Code	
3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.



## Alabama Competency Model Commercial Pilots

Code	
3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

## Alabama Competency Model Commercial Pilots

Code	
4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

## Alabama Competency Model Commercial Pilots

Code	
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Verify Information</b>
5.1.1	Check specifications of materials loaded or unloaded against information contained in work orders
5.1.2	Maintain or verify records of time, materials, expenditures, or crew activities
5.1.3	Collect delivery instructions from appropriate sources, verifying instructions and routes
5.1.4	Verify the contents of inventory loads against shipping papers

## Alabama Competency Model Commercial Pilots

Code	
5.1.5	Verify tank car, barge, or truck load numbers to ensure car placement accuracy based on written or verbal instructions
5.2	<b>Documentation</b>
5.2.1	Maintain logs of recycling materials received or shipped to processing companies
5.2.2	Prepare bills of lading, statements of shipping records, or customer receipts related to recycling or hazardous material services
5.2.3	Maintain records, such as vehicle logs, records of cargo, or billing statements, in accordance with regulations
5.2.4	Prepare and maintain work records and reports of information such as employee time and wages, daily receipts, or inspection results
5.2.5	Maintain or verify records of time, materials, expenditures, or crew activities
5.2.6	Prepare, compile, and submit reports on work activities, operations, production, or work-related accidents
5.2.7	Record information, such as cash receipts and ticket fares, and maintain log book
5.2.8	Maintain logs of working hours or of vehicle service or repair status, following applicable state and federal regulations
5.2.9	Record operating data such as products and quantities pumped, gauge readings, and operating times, manually or using computers
5.2.10	Sell products from truck inventory and keep records of sales
5.3	<b>Company Policies</b>
5.3.1	Follows agency standards for attire and appearance
5.3.2	Adheres to customer service policies
5.3.3	Follows agency personnel policies and practices
5.3.4	Fulfills agency training and assessment requirements
5.3.5	Maintains a safe and secure environment for self and passengers
5.4	<b>Leadership</b>
5.4.1	Understands and agrees with the crew's roles and objectives
5.4.2	Creates an atmosphere of open communication and encourages team participation
5.4.3	Uses initiative and gives directions when required
5.4.4	Anticipates and responds appropriately to other crew members needs
5.4.5	Gives and receives feedback constructively
5.4.6	Confidently intervenes when important for safety
5.4.7	Engages others in planning and allocates activities fairly and appropriately according to abilities
5.4.8	Addresses and resolves conflicts and disagreements in a constructive manner
5.4.9	Projects self-control in all situations
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Application of Procedures</b>
6.1.1	Identifies the source of operating instructions
6.1.2	Follows SOPs unless a higher degree of safety dictates an appropriate deviation
6.1.3	Identifies and follows all operating instructions in a timely manner
6.1.4	Correctly operates aircraft systems and associated equipment

	<b>Alabama Competency Model Commercial Pilots</b>
Code	
6.1.5	Complies with applicable regulations
6.1.6	Applies relevant procedural knowledge
6.2	<b>Flight Path Management</b>
6.2.1	Controls the aircraft using automation with accuracy and smoothness as appropriate to the situation.
6.2.2	Detects deviations from the desired aircraft trajectory and takes appropriate action.
6.2.3	Contains the aircraft within the normal flight envelope.
6.2.4	Manages the flight path to achieve optimum operational performance.
6.2.5	Maintains the desired flight path during flight using automation whilst managing other tasks and distractions.
6.2.6	Selects appropriate level and mode of automation in a timely manner considering phase of flight and workload.
6.2.7	Effectively monitors automation, including engagement and automatic mode transitions.
6.2.8	Manual Control
6.2.9	Controls the aircraft manually with accuracy and smoothness as appropriate to the situation.
6.2.10	Controls the aircraft safely using only the relationship between aircraft attitude, speed and thrust.
6.2.11	Manages the flight path to achieve optimum operational performance.
6.2.12	Maintains the desired flight path during manual flight whilst managing other tasks and distractions.
6.2.13	Selects appropriate level and mode of flight guidance systems in a timely manner considering phase of flight and workload.
6.2.14	Effectively monitors flight guidance systems including engagement and automatic mode transitions.
6.3	<b>Problem Solving Strategies</b>
6.3.1	Employ(s) proper problem-solving strategies
6.3.2	Perseveres in working through problems without reducing safety
6.3.3	Uses appropriate and timely decision-making processes
6.3.4	Sets priorities appropriately
6.3.5	Identifies and considers options effectively
6.3.6	Monitors, reviews, and adapts decisions as required
6.3.7	Identifies and manages risks effectively
6.4	<b>Situation Awareness</b>
6.4.1	Identifies and assesses accurately the state of the aircraft and its systems
6.4.2	Identifies and assesses accurately the aircraft's vertical and lateral position, and its anticipated flight path
6.4.3	Identifies and assesses accurately the general environment as it may affect the operation
6.4.4	Keeps track of time and fuel
6.4.5	Maintains awareness of the people involved in or affected by the operation and their capacity to perform as expected
6.4.6	Anticipates accurately what could happen, plans and stays ahead of the situation
6.4.7	Develops effective contingency plans based upon potential threats
6.4.8	Identifies and manages threats to the safety of the aircraft and people
6.4.9	Recognizes and effectively responds to indications of reduced situation awareness
7	<b>Tier 7: Occupation Specific Requirements</b>

	<b>Alabama Competency Model Commercial Pilots</b>
Code	
7.1	High school diploma or equivalent
7.2	Licensed Airline Pilot
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract

## Alabama Competency Model Commercial Pilots

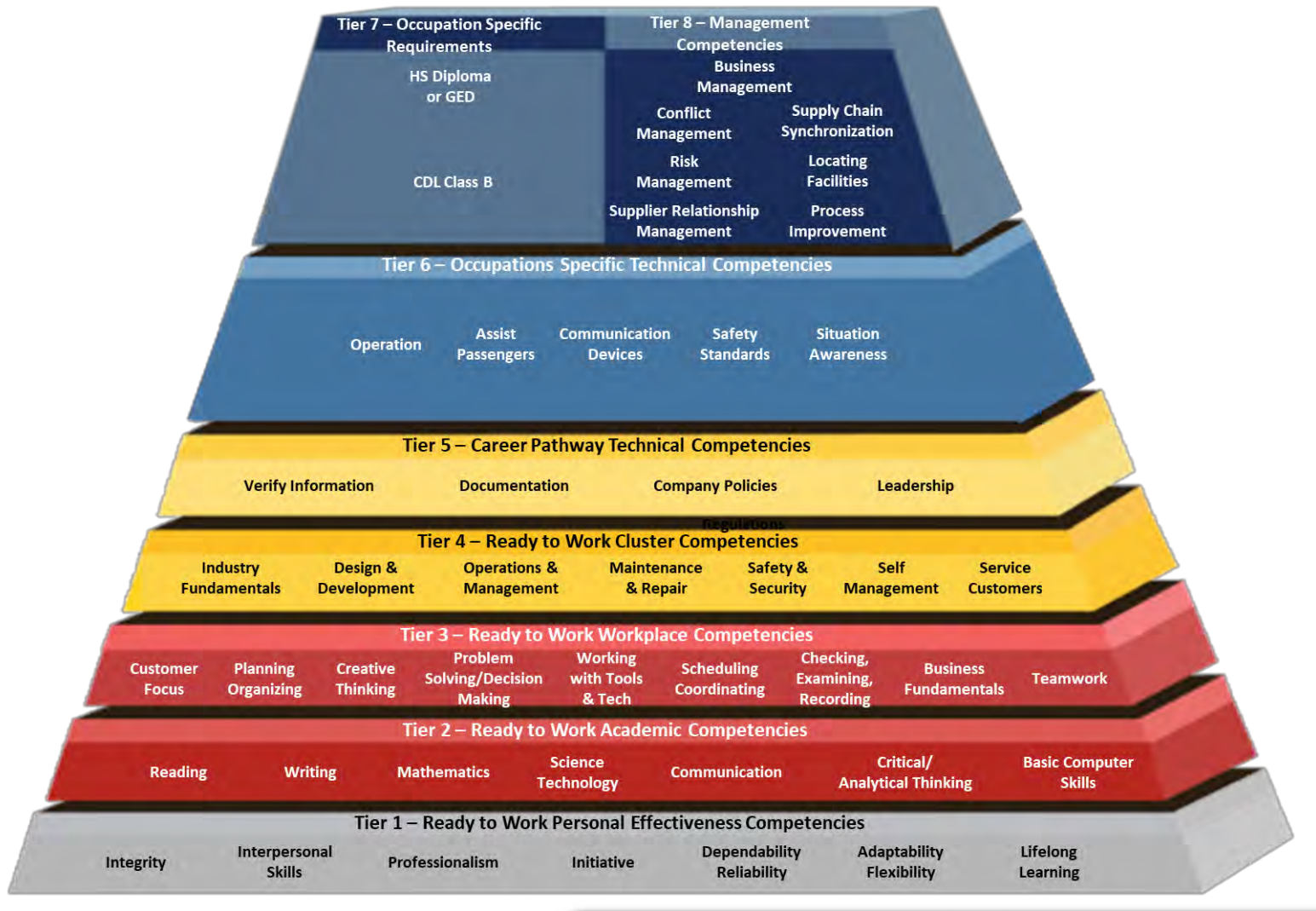
Code	
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.





# Bus Drivers, Transit and Intercity

*Transportation Operations*



	<b>Alabama Competency Model Bus Drivers, Transit and Intercity</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

	<b>Alabama Competency Model Bus Drivers, Transit and Intercity</b>
Code	
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

<b>Alabama Competency Model Bus Drivers, Transit and Intercity</b>	
Code	
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

	<b>Alabama Competency Model Bus Drivers, Transit and Intercity</b>
Code	
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

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2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.



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2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.



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2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>



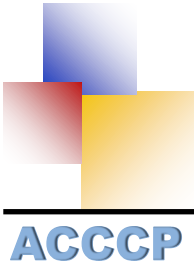
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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Verify Information</b>
5.1.1	Check specifications of materials loaded or unloaded against information contained in work orders
5.1.2	Maintain or verify records of time, materials, expenditures, or crew activities
5.1.3	Collect delivery instructions from appropriate sources, verifying instructions and routes
5.1.4	Verify the contents of inventory loads against shipping papers

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5.1.5	Verify tank car, barge, or truck load numbers to ensure car placement accuracy based on written or verbal instructions
5.2	<b>Documentation</b>
5.2.1	Maintain logs of recycling materials received or shipped to processing companies
5.2.2	Prepare bills of lading, statements of shipping records, or customer receipts related to recycling or hazardous material services
5.2.3	Maintain records, such as vehicle logs, records of cargo, or billing statements, in accordance with regulations
5.2.4	Prepare and maintain work records and reports of information such as employee time and wages, daily receipts, or inspection results
5.2.5	Maintain or verify records of time, materials, expenditures, or crew activities
5.2.6	Prepare, compile, and submit reports on work activities, operations, production, or work-related accidents
5.2.7	Record information, such as cash receipts and ticket fares, and maintain log book
5.2.8	Maintain logs of working hours or of vehicle service or repair status, following applicable state and federal regulations
5.2.9	Record operating data such as products and quantities pumped, gauge readings, and operating times, manually or using computers
5.2.10	Sell products from truck inventory and keep records of sales
5.3	<b>Company Policies</b>
5.3.1	Follows agency standards for attire and appearance
5.3.2	Adheres to customer service policies
5.3.3	Follows agency personnel policies and practices
5.3.4	Fulfills agency training and assessment requirements
5.3.5	Maintains a safe and secure environment for self and passengers
5.4	<b>Leadership</b>
5.4.1	Understands and agrees with the crew's roles and objectives
5.4.2	Creates an atmosphere of open communication and encourages team participation
5.4.3	Uses initiative and gives directions when required
5.4.4	Anticipates and responds appropriately to other crew members needs
5.4.5	Gives and receives feedback constructively
5.4.6	Confidently intervenes when important for safety
5.4.7	Engages others in planning and allocates activities fairly and appropriately according to abilities
5.4.8	Addresses and resolves conflicts and disagreements in a constructive manner
5.4.9	Projects self-control in all situations
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Operation</b>
6.1.1	Operates vehicle safely in the day or night
6.1.2	Scans, detects, and responds properly to potential dangers in the driving environment
6.1.3	Performs proper parking/securement procedures

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6.1.4	Properly performs routine procedures such as fare collection, relief procedures, and end of route procedures
6.1.5	Safely performs service stops
6.1.6	Safely enters and exits intersections and roundabouts
6.1.7	Safely shares road with bicyclists, pedestrians, and motorists; accident avoidance
6.1.8	Consistently uses proper signals to communicate to other drivers
6.2	<b>Assist Passengers</b>
6.2.1	Adheres to Americans with Disabilities Act requirements
6.2.2	Assists customers with special needs
6.2.3	Reports malfunctions, breakdowns or maintenance needs accurately and promptly
6.2.4	Safely and effectively diffuses escalating situations
6.2.5	Displays knowledge of the routes to assist passengers with navigation
6.3	<b>Communication Devices</b>
6.3.1	Properly uses signals to communicate with drivers
6.3.2	Communicates appropriately with dispatch operators and/or supervisors
6.3.3	Reports malfunctions, breakdowns or maintenance needs accurately and promptly
6.3.4	Displays knowledge of the routes to assist passengers with navigation
6.4	<b>Safety Standards</b>
6.4.1	Complies with hours of service requirements
6.4.2	Operates in a way that minimizes negative impact of transportation on environmental health and safety
6.4.3	Responds appropriately and completes proper documentation in the event of an accident
6.5	<b>Situation Awareness</b>
6.5.1	Keeps track of time and fuel
6.5.2	Maintains awareness of the people involved in or affected by the operation and their capacity to perform as expected
6.5.3	Anticipates accurately what could happen, plans and stays ahead of the situation
6.5.4	Develops effective contingency plans based upon potential threats
6.5.5	Recognizes and effectively responds to indications of reduced situation awareness
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
7.2	CDL Class B
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.

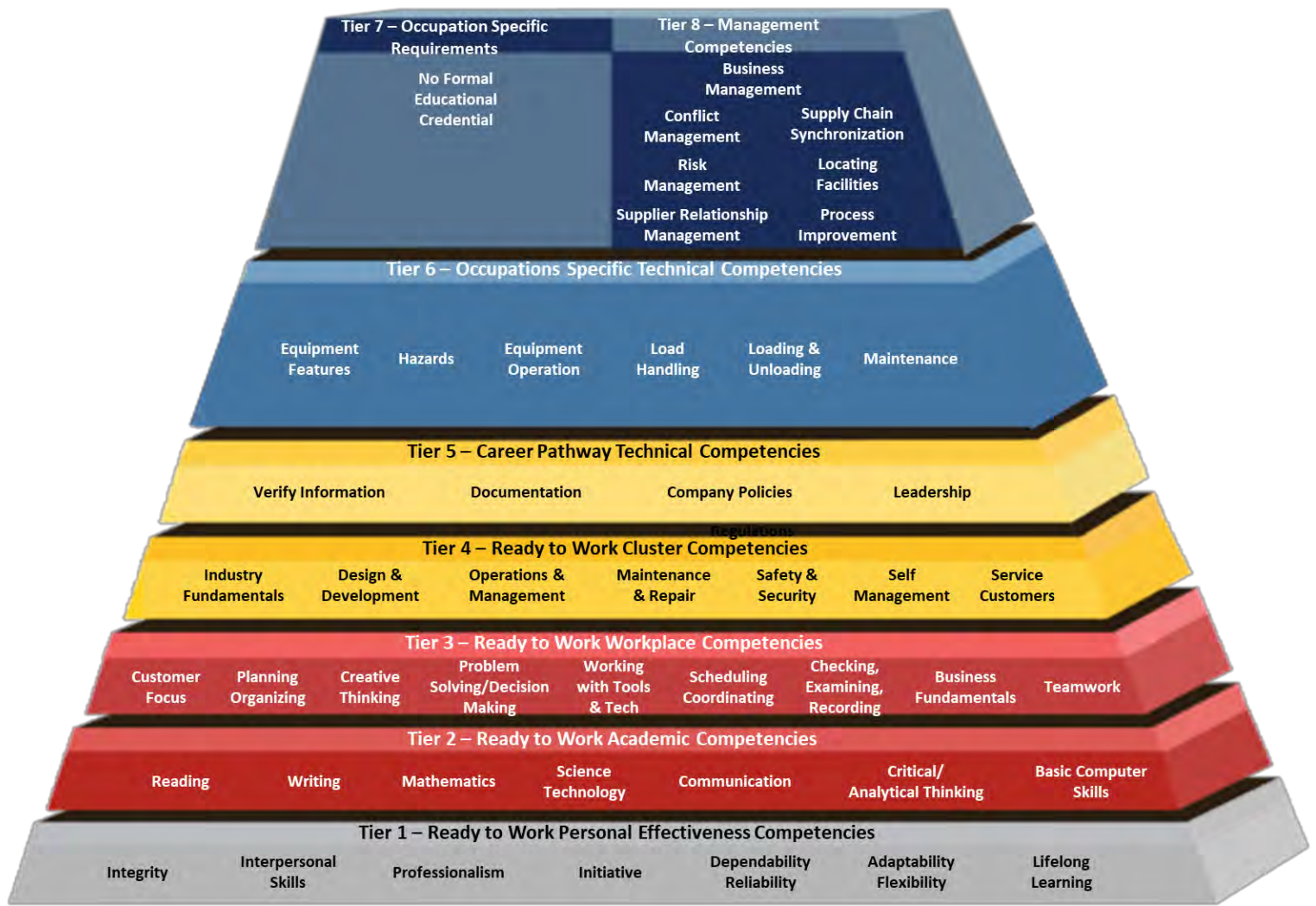
	<b>Alabama Competency Model Bus Drivers, Transit and Intercity</b>
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8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.

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8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.



# Industrial Truck and Tractor Operators

*Transportation Operations*





	<b>Alabama Competency Model Industrial Truck and Tractor Operators</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.



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1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

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1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

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1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

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2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

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2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

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2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.



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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Verify Information</b>
5.1.1	Check specifications of materials loaded or unloaded against information contained in work orders
5.1.2	Maintain or verify records of time, materials, expenditures, or crew activities
5.1.3	Collect delivery instructions from appropriate sources, verifying instructions and routes
5.1.4	Verify the contents of inventory loads against shipping papers

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5.1.5	Verify tank car, barge, or truck load numbers to ensure car placement accuracy based on written or verbal instructions
5.2	<b>Documentation</b>
5.2.1	Maintain logs of recycling materials received or shipped to processing companies
5.2.2	Prepare bills of lading, statements of shipping records, or customer receipts related to recycling or hazardous material services
5.2.3	Maintain records, such as vehicle logs, records of cargo, or billing statements, in accordance with regulations
5.2.4	Prepare and maintain work records and reports of information such as employee time and wages, daily receipts, or inspection results
5.2.5	Maintain or verify records of time, materials, expenditures, or crew activities
5.2.6	Prepare, compile, and submit reports on work activities, operations, production, or work-related accidents
5.2.7	Record information, such as cash receipts and ticket fares, and maintain log book
5.2.8	Maintain logs of working hours or of vehicle service or repair status, following applicable state and federal regulations
5.2.9	Record operating data such as products and quantities pumped, gauge readings, and operating times, manually or using computers
5.2.10	Sell products from truck inventory and keep records of sales
5.3	<b>Company Policies</b>
5.3.1	Follows agency standards for attire and appearance
5.3.2	Adheres to customer service policies
5.3.3	Follows agency personnel policies and practices
5.3.4	Fulfills agency training and assessment requirements
5.3.5	Maintains a safe and secure environment for self and passengers
5.4	<b>Leadership</b>
5.4.1	Understands and agrees with the crew's roles and objectives
5.4.2	Creates an atmosphere of open communication and encourages team participation
5.4.3	Uses initiative and gives directions when required
5.4.4	Anticipates and responds appropriately to other crew members needs
5.4.5	Gives and receives feedback constructively
5.4.6	Confidently intervenes when important for safety
5.4.7	Engages others in planning and allocates activities fairly and appropriately according to abilities
5.4.8	Addresses and resolves conflicts and disagreements in a constructive manner
5.4.9	Projects self-control in all situations
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Equipment Features</b>
6.1.1	Lift truck stability triangle and trapezoid
6.1.2	Understand load centers
6.1.3	Centre of gravity of load
6.1.4	Longitudinal and lateral stability



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6.1.5	Centre of gravity of lift truck
6.1.6	The effects of speed, acceleration, sharp cornering, height, attachment, grades/ramps and load security
6.1.7	Operator blind spots associated with the design of the lift truck, its components, permanent equipment and attachments
6.1.8	The main components of the lift truck with emphasis on the lifting/handling systems and their basic functions
6.1.9	Manufacturer's Specifications
6.2	<b>Avoid Hazards such as</b>
6.2.1	Operating with restricted visibility (blind spots, corners, inspections)
6.2.2	Parking a vehicle on an incline
6.2.3	Not stopping before entering an incline
6.2.4	Travelling over railway tracks
6.2.5	Allowing riders unless there is an approved Passenger seat
6.2.6	Permitting anyone to stand or walk under loads
6.2.7	Permitting anyone to ride on loads
6.2.8	Operating equipment with limbs outside the cabin
6.2.9	Travelling with the load lifted more than 10 centimeters above the floor
6.2.10	Dragging the forks when inserting or withdrawing them from a load
6.2.11	Increasing the capacity of the truck or overloading the truck
6.2.12	Stunt driving and horseplay
6.2.13	Allowing anyone to stand on the fork or climb on the upright assembly
6.2.14	Moving a load with someone steadying it
6.2.15	Jumping from the lift truck in the event of a tip over
6.3	<b>Equipment Operation</b>
6.3.1	Pre-operational check (circle check)
6.3.2	Start-up
6.3.3	Starting, stopping, and turning
6.3.4	Shut-down and parking
6.3.5	Forward and Reverse driving on level ground
6.3.6	Forward and reverse driving on inclines, ramps or uneven terrain
6.3.7	Operating around personnel
6.3.8	Check fluid levels
6.3.9	Check air cleaners
6.4	<b>Load Handling</b>
6.4.1	Selection of loads
6.4.2	Load pick up and placement
6.4.3	Load security and integrity
6.4.4	Personnel lifting, lowering and supporting
6.5	<b>Loading &amp; Unloading</b>
6.5.1	Loading trucks and railway cars

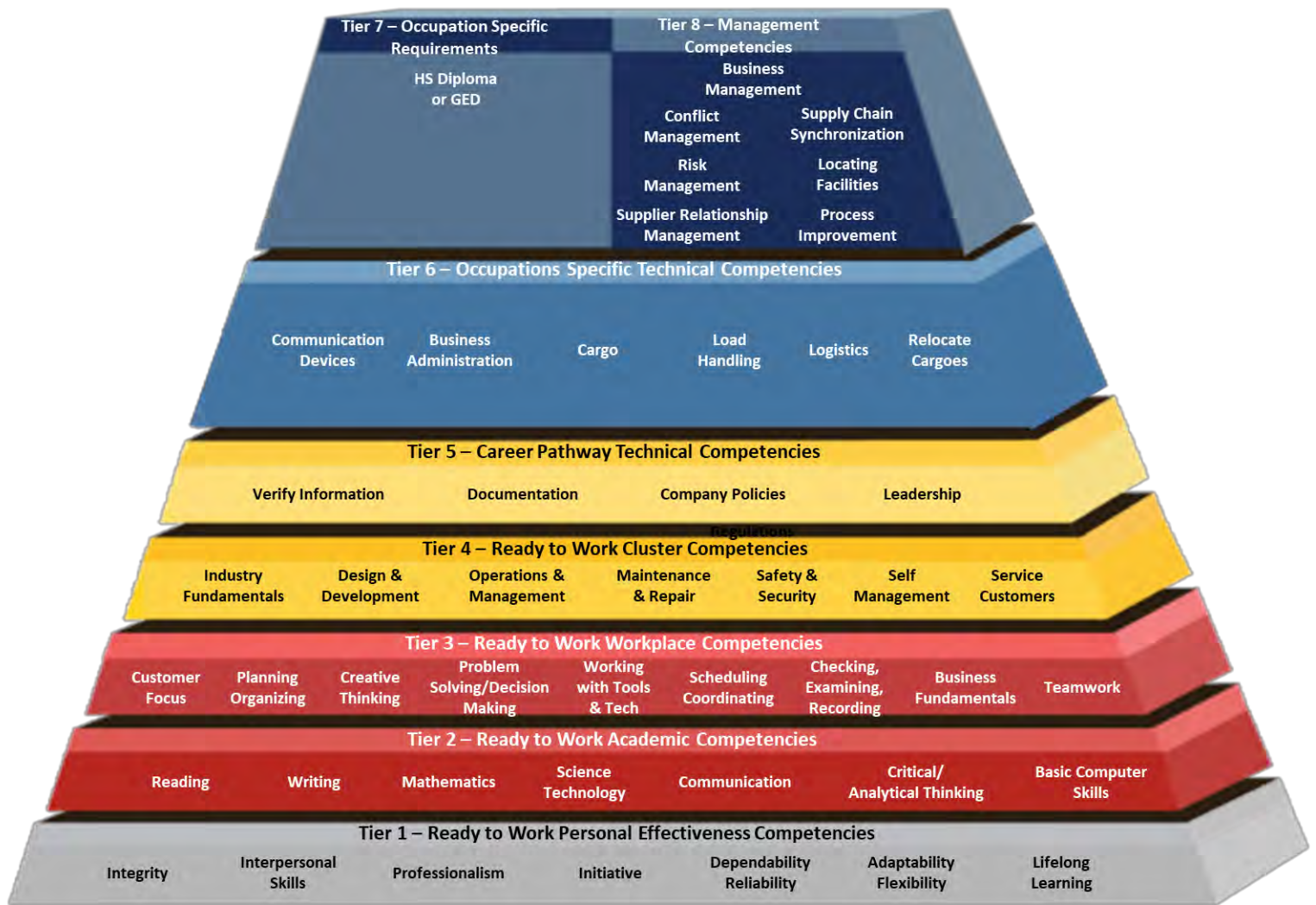
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6.5.2	Transporting loads in elevators
6.5.3	Unloading
6.6	<b>Maintenance</b>
6.6.1	Refueling and Recharging
6.6.2	Perform pre-trip inspection
6.6.3	Perform post-trip inspection and tasks
6.6.4	Maintain accessory equipment
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	No formal educational credential
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>

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8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.



# First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand

*Transportation Operations*



	<b>Alabama Competency Model First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand</b>
Code	
1	<b>Tier 1: Personal Effectiveness Competencies</b>
1.1	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
1.2	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
1.3	<b>Professionalism: Maintaining a professional presence.</b>

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1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations



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1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity



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1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.

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2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	<b>Mechanics</b>
2.2.2.1	Use standard syntax and sentence structure.
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	<b>Tone</b>
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	<b>Computation</b>
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	<b>Measurement and estimation</b>
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	<b>Application</b>
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	<b>Comprehension</b>
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.

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2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.

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2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>

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3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives
3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.

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3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.

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3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.
3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>



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3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing
3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.

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3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.
3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.

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3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions
4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed

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4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication

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4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Verify Information</b>
5.1.1	Check specifications of materials loaded or unloaded against information contained in work orders
5.1.2	Maintain or verify records of time, materials, expenditures, or crew activities
5.1.3	Collect delivery instructions from appropriate sources, verifying instructions and routes
5.1.4	Verify the contents of inventory loads against shipping papers
5.1.5	Verify tank car, barge, or truck load numbers to ensure car placement accuracy based on written or verbal instructions
5.2	<b>Documentation</b>
5.2.1	Maintain logs of recycling materials received or shipped to processing companies
5.2.2	Prepare bills of lading, statements of shipping records, or customer receipts related to recycling or hazardous material services
5.2.3	Maintain records, such as vehicle logs, records of cargo, or billing statements, in accordance with regulations
5.2.4	Prepare and maintain work records and reports of information such as employee time and wages, daily receipts, or inspection results

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5.2.5	Maintain or verify records of time, materials, expenditures, or crew activities
5.2.6	Prepare, compile, and submit reports on work activities, operations, production, or work-related accidents
5.2.7	Record information, such as cash receipts and ticket fares, and maintain log book
5.2.8	Maintain logs of working hours or of vehicle service or repair status, following applicable state and federal regulations
5.2.9	Record operating data such as products and quantities pumped, gauge readings, and operating times, manually or using computers
5.2.10	Sell products from truck inventory and keep records of sales
5.3	<b>Company Policies</b>
5.3.1	Follows agency standards for attire and appearance
5.3.2	Adheres to customer service policies
5.3.3	Follows agency personnel policies and practices
5.3.4	Fulfills agency training and assessment requirements
5.3.5	Maintains a safe and secure environment for self and passengers
5.4	<b>Leadership</b>
5.4.1	Understands and agrees with the crew's roles and objectives
5.4.2	Creates an atmosphere of open communication and encourages team participation
5.4.3	Uses initiative and gives directions when required
5.4.4	Anticipates and responds appropriately to other crew members needs
5.4.5	Gives and receives feedback constructively
5.4.6	Confidently intervenes when important for safety
5.4.7	Engages others in planning and allocates activities fairly and appropriately according to abilities
5.4.8	Addresses and resolves conflicts and disagreements in a constructive manner
5.4.9	Projects self-control in all situations
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Communication Devices</b>
6.1.1	Properly uses signals to communicate with drivers
6.1.2	Communicates appropriately with dispatch operators and/or supervisors
6.1.3	Reports malfunctions, breakdowns or maintenance needs accurately and promptly
6.1.4	Displays knowledge of the routes to assist with navigation
6.2	<b>Business Administration</b>
6.2.1	Spec vehicles
6.2.2	Manage information
6.2.3	Manage casual labor
6.3	<b>Cargo</b>
6.3.1	Plan cargo loading
6.3.2	Inventory cargo
6.3.3	Pack cargo

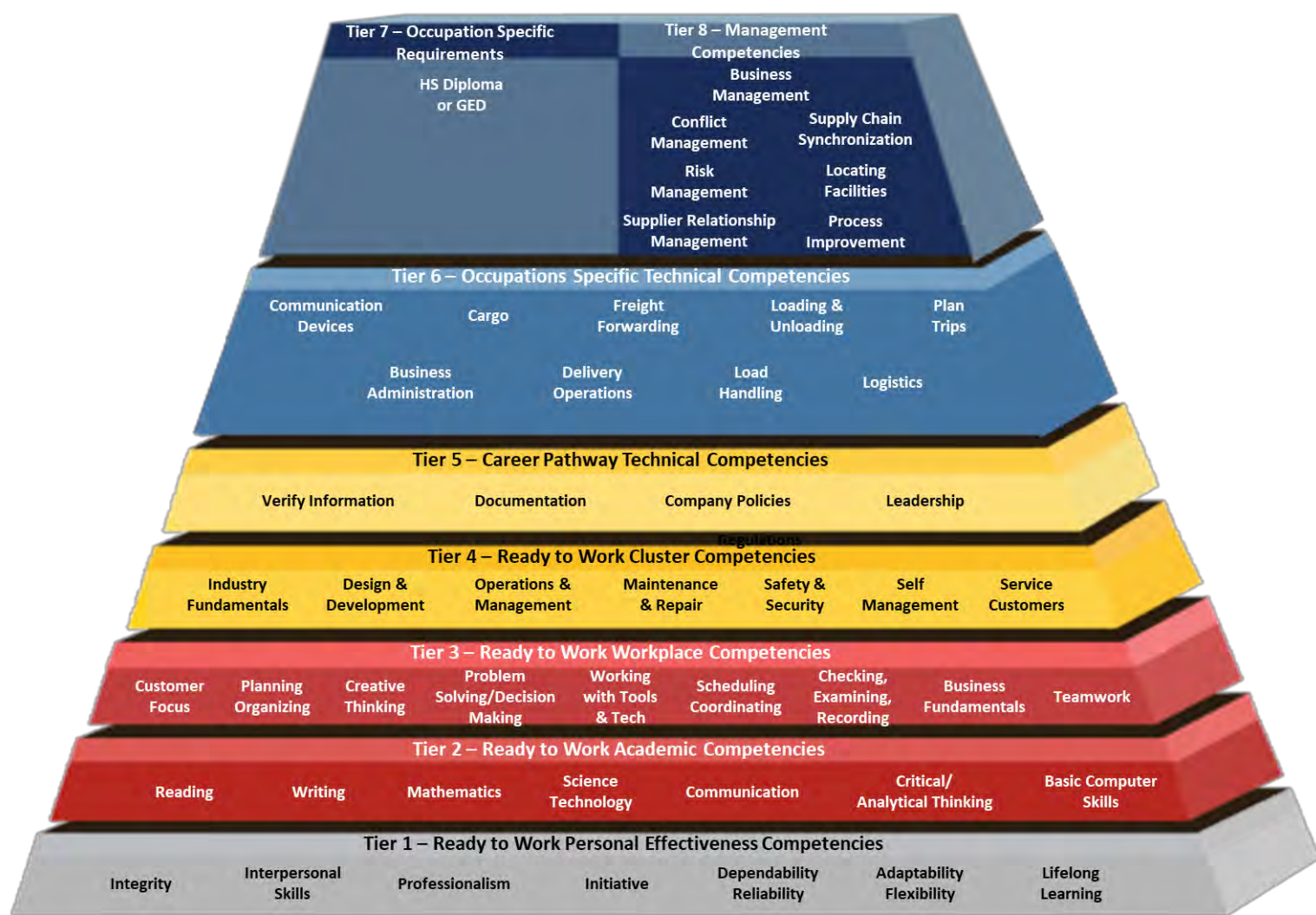
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6.3.4	Load cargo
6.3.5	Secure cargo
6.3.6	Unload cargo
6.4	<b>Load Handling</b>
6.4.1	Selection of loads
6.4.2	Load pick up and placement
6.4.3	Load security and integrity
6.4.4	Personnel lifting, lowering and supporting
6.5	<b>Logistics</b>
6.5.1	Understand the full spectrum of supply chain management
6.5.2	Manage the deployment of material handling equipment
6.6	<b>Relocate Cargoes</b>
6.6.1	Handle load relocation
6.6.2	Relocate load
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
7.2	
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.



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8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.

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8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.

# First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators

**ACCCP**
*Transportation Operations*


	<b>Alabama Competency Model First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators</b>
Code	
1	<b>Tier 1: Personal Effectiveness Competencies</b>
1.1	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
1.2	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
1.3	<b>Professionalism: Maintaining a professional presence.</b>

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1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations

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1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity

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1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.



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2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	<b>Mechanics</b>
2.2.2.1	Use standard syntax and sentence structure.
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	<b>Tone</b>
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	<b>Computation</b>
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	<b>Measurement and estimation</b>
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	<b>Application</b>
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	<b>Comprehension</b>
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.

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2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.

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2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>

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3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives
3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.

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3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.

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3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.
3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>

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3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing
3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.



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3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.
3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.

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3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions
4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed

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4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>
4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication

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4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Verify Information</b>
5.1.1	Check specifications of materials loaded or unloaded against information contained in work orders
5.1.2	Maintain or verify records of time, materials, expenditures, or crew activities
5.1.3	Collect delivery instructions from appropriate sources, verifying instructions and routes
5.1.4	Verify the contents of inventory loads against shipping papers
5.1.5	Verify tank car, barge, or truck load numbers to ensure car placement accuracy based on written or verbal instructions
5.2	<b>Documentation</b>
5.2.1	Maintain logs of recycling materials received or shipped to processing companies
5.2.2	Prepare bills of lading, statements of shipping records, or customer receipts related to recycling or hazardous material services
5.2.3	Maintain records, such as vehicle logs, records of cargo, or billing statements, in accordance with regulations
5.2.4	Prepare and maintain work records and reports of information such as employee time and wages, daily receipts, or inspection results

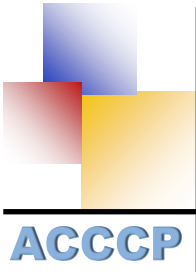
	<b>Alabama Competency Model First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators</b>
Code	
5.2.5	Maintain or verify records of time, materials, expenditures, or crew activities
5.2.6	Prepare, compile, and submit reports on work activities, operations, production, or work-related accidents
5.2.7	Record information, such as cash receipts and ticket fares, and maintain log book
5.2.8	Maintain logs of working hours or of vehicle service or repair status, following applicable state and federal regulations
5.2.9	Record operating data such as products and quantities pumped, gauge readings, and operating times, manually or using computers
5.2.10	Sell products from truck inventory and keep records of sales
5.3	<b>Company Policies</b>
5.3.1	Follows agency standards for attire and appearance
5.3.2	Adheres to customer service policies
5.3.3	Follows agency personnel policies and practices
5.3.4	Fulfills agency training and assessment requirements
5.3.5	Maintains a safe and secure environment for self and passengers
5.4	<b>Leadership</b>
5.4.1	Understands and agrees with the crew's roles and objectives
5.4.2	Creates an atmosphere of open communication and encourages team participation
5.4.3	Uses initiative and gives directions when required
5.4.4	Anticipates and responds appropriately to other crew members needs
5.4.5	Gives and receives feedback constructively
5.4.6	Confidently intervenes when important for safety
5.4.7	Engages others in planning and allocates activities fairly and appropriately according to abilities
5.4.8	Addresses and resolves conflicts and disagreements in a constructive manner
5.4.9	Projects self-control in all situations
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Communication Devices</b>
6.1.1	Properly uses signals to communicate with drivers
6.1.2	Communicates appropriately with dispatch operators and/or supervisors
6.1.3	Reports malfunctions, breakdowns or maintenance needs accurately and promptly
6.1.4	Displays knowledge of the routes to assist operators with navigation
6.2	<b>Business Administration</b>
6.2.1	Manage information
6.2.2	Manage casual labor
6.3	<b>Cargo</b>
6.3.1	Plan cargo loading
6.3.2	Inventory cargo
6.3.3	Pack cargo
6.3.4	Load cargo

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6.3.5	Secure cargo
6.3.6	Unload cargo
6.4	<b>Delivery Operations</b>
6.4.1	Prepare to deliver cargo
6.4.2	Deliver cargo to specific route
6.4.3	Report on delivery activities
6.5	<b>Freight Forwarding</b>
6.5.1	Cargo Receipt and Inspection
6.5.2	Cargo Issuance and Dispatch
6.5.3	Cargo Security Control
6.5.4	Cold Chain Operations Administration
6.5.5	Time Sensitive Cargo Delivery Management
6.5.6	Livestock Cargo Administration
6.5.7	Cargo Tracking System Administration
6.5.8	Import and Export Documentation Administration
6.5.9	Freight and Cargo Claim Administration
6.5.10	International Trade Legislation Compliance
6.6	<b>Load Handling</b>
6.6.1	Selection of loads
6.6.2	Load pick up and placement
6.6.3	Load security and integrity
6.6.4	Personnel lifting, lowering and supporting
6.7	<b>Loading &amp; Unloading</b>
6.7.1	Loading vehicles
6.7.2	Transporting loads in elevators
6.7.3	Unloading
6.8	<b>Logistics</b>
6.8.1	Understand the full spectrum of supply chain management
6.8.2	Manage the deployment of material handling equipment
6.9	<b>Plan Trips</b>
6.9.1	Confirm cargo and logistics
6.9.2	Plan/revise routes
6.9.3	Finalize trip plan
6.9.4	Secure / obtain required documents and equipment
6.10	<b>Transportation Management</b>
6.10.1	Transportation route and scheduling planner
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
8	<b>Tier 8: Management Competencies</b>

	<b>Alabama Competency Model First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators</b>
Code	
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.

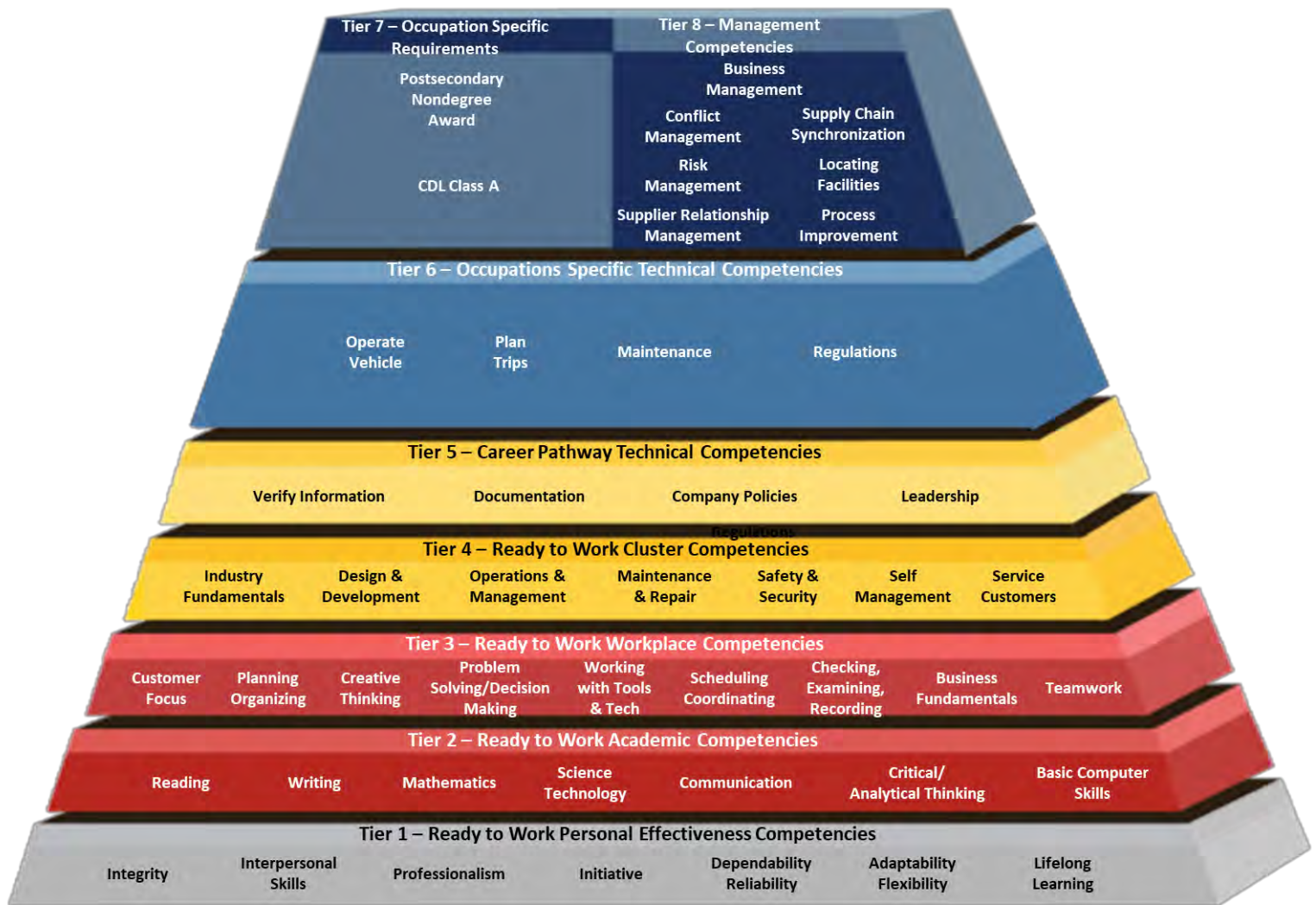


	<b>Alabama Competency Model First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators</b>
Code	
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.



# Heavy and Tractor-Trailer Truck Drivers

*Transportation Operations*



	<b>Alabama Competency Model Heavy and Tractor-Trailer Truck Drivers</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

	<b>Alabama Competency Model Heavy and Tractor-Trailer Truck Drivers</b>
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1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

	<b>Alabama Competency Model Heavy and Tractor-Trailer Truck Drivers</b>
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1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

	<b>Alabama Competency Model Heavy and Tractor-Trailer Truck Drivers</b>
Code	
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.



	<b>Alabama Competency Model Heavy and Tractor-Trailer Truck Drivers</b>
Code	
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.



	<b>Alabama Competency Model Heavy and Tractor-Trailer Truck Drivers</b>
Code	
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

	<b>Alabama Competency Model Heavy and Tractor-Trailer Truck Drivers</b>
Code	
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions



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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Verify Information</b>
5.1.1	Check specifications of materials loaded or unloaded against information contained in work orders
5.1.2	Maintain or verify records of time, materials, expenditures, or crew activities
5.1.3	Collect delivery instructions from appropriate sources, verifying instructions and routes
5.1.4	Verify the contents of inventory loads against shipping papers

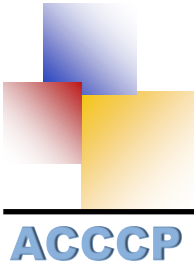
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5.1.5	Verify tank car, barge, or truck load numbers to ensure car placement accuracy based on written or verbal instructions
5.2	<b>Documentation</b>
5.2.1	Maintain logs of recycling materials received or shipped to processing companies
5.2.2	Prepare bills of lading, statements of shipping records, or customer receipts related to recycling or hazardous material services
5.2.3	Maintain records, such as vehicle logs, records of cargo, or billing statements, in accordance with regulations
5.2.4	Prepare and maintain work records and reports of information such as employee time and wages, daily receipts, or inspection results
5.2.5	Maintain or verify records of time, materials, expenditures, or crew activities
5.2.6	Prepare, compile, and submit reports on work activities, operations, production, or work-related accidents
5.2.7	Record information, such as cash receipts and ticket fares, and maintain log book
5.2.8	Maintain logs of working hours or of vehicle service or repair status, following applicable state and federal regulations
5.2.9	Record operating data such as products and quantities pumped, gauge readings, and operating times, manually or using computers
5.2.10	Sell products from truck inventory and keep records of sales
5.3	<b>Company Policies</b>
5.3.1	Follows agency standards for attire and appearance
5.3.2	Adheres to customer service policies
5.3.3	Follows agency personnel policies and practices
5.3.4	Fulfills agency training and assessment requirements
5.3.5	Maintains a safe and secure environment for self and passengers
5.4	<b>Leadership</b>
5.4.1	Understands and agrees with the crew's roles and objectives
5.4.2	Creates an atmosphere of open communication and encourages team participation
5.4.3	Uses initiative and gives directions when required
5.4.4	Anticipates and responds appropriately to other crew members needs
5.4.5	Gives and receives feedback constructively
5.4.6	Confidently intervenes when important for safety
5.4.7	Engages others in planning and allocates activities fairly and appropriately according to abilities
5.4.8	Addresses and resolves conflicts and disagreements in a constructive manner
5.4.9	Projects self-control in all situations
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Operate Vehicle</b>
6.1.1	Operate tractor-trailer combinations
6.1.2	Operate a tractor bobtailing
6.1.3	Operate straight trucks
6.1.4	Execute vehicle maneuvers

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6.1.5	Adapt driving to operating requirements
6.1.6	Operate specialized equipment
6.1.7	Manage emergency/unexpected situations
6.2	<b>Plan Trips</b>
6.2.1	Confirm cargo and logistics
6.2.2	Plan/revise routes
6.2.3	Finalize trip plan
6.2.4	Secure / obtain required documents and equipment
6.5	<b>Maintenance</b>
6.5.1	Practice preventative maintenance
6.5.2	Perform pre-trip inspection
6.5.3	Perform post-trip inspection and tasks
6.5.4	Maintain accessory equipment
6.6	<b>Regulations</b>
6.6.1	Comply with hours of service requirements
6.6.2	Comply with highway safety codes and related regulations
6.6.3	Comply with occupational health and safety requirements
6.6.4	Comply with carriage of goods requirements
6.6.5	Comply with governing drug and alcohol regulations and policies
6.6.6	Comply with weights and dimensions requirements
6.6.7	Comply with labor code requirements
6.6.8	Comply with human rights requirements
6.6.9	Comply with environmental requirements
6.6.10	Comply with customs and immigration requirements
6.6.11	Comply with tax requirements
6.6.12	Comply with company contracts and agreements
6.6.13	Comply with company policies, procedures and standards
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	Postsecondary nondegree award
7.2	CDL Class A
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.

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8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.

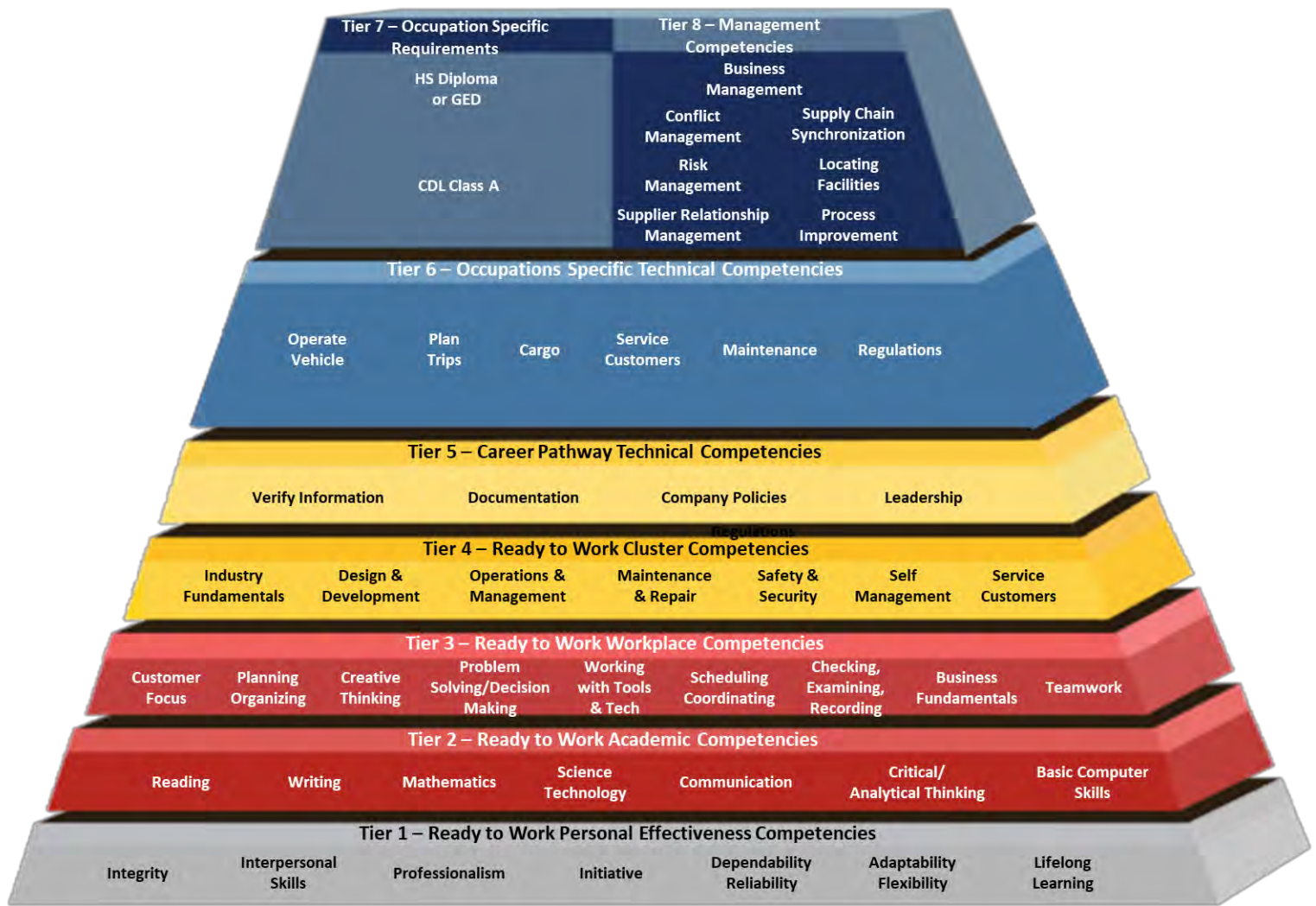
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8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.





# Light Truck or Delivery Services Drivers

*Transportation Operations*





	<b>Alabama Competency Model Light Truck or Delivery Services Drivers</b>
Code	
<b>1</b>	<b>Tier 1: Personal Effectiveness Competencies</b>
<b>1.1</b>	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
<b>1.2</b>	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
<b>1.3</b>	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.

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1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality

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1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

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1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

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2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

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2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

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2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives



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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

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3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.

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3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Verify Information</b>
5.1.1	Check specifications of materials loaded or unloaded against information contained in work orders
5.1.2	Maintain or verify records of time, materials, expenditures, or crew activities
5.1.3	Collect delivery instructions from appropriate sources, verifying instructions and routes
5.1.4	Verify the contents of inventory loads against shipping papers

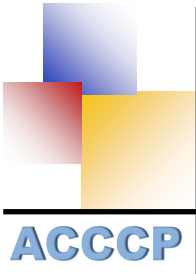


	<b>Alabama Competency Model Light Truck or Delivery Services Drivers</b>
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5.1.5	Verify tank car, barge, or truck load numbers to ensure car placement accuracy based on written or verbal instructions
5.2	<b>Documentation</b>
5.2.1	Maintain logs of recycling materials received or shipped to processing companies
5.2.2	Prepare bills of lading, statements of shipping records, or customer receipts related to recycling or hazardous material services
5.2.3	Maintain records, such as vehicle logs, records of cargo, or billing statements, in accordance with regulations
5.2.4	Prepare and maintain work records and reports of information such as employee time and wages, daily receipts, or inspection results
5.2.5	Maintain or verify records of time, materials, expenditures, or crew activities
5.2.6	Prepare, compile, and submit reports on work activities, operations, production, or work-related accidents
5.2.7	Record information, such as cash receipts and ticket fares, and maintain log book
5.2.8	Maintain logs of working hours or of vehicle service or repair status, following applicable state and federal regulations
5.2.9	Record operating data such as products and quantities pumped, gauge readings, and operating times, manually or using computers
5.2.10	Sell products from truck inventory and keep records of sales
5.3	<b>Company Policies</b>
5.3.1	Follows agency standards for attire and appearance
5.3.2	Adheres to customer service policies
5.3.3	Follows agency personnel policies and practices
5.3.4	Fulfills agency training and assessment requirements
5.3.5	Maintains a safe and secure environment for self and passengers
5.4	<b>Leadership</b>
5.4.1	Understands and agrees with the crew's roles and objectives
5.4.2	Creates an atmosphere of open communication and encourages team participation
5.4.3	Uses initiative and gives directions when required
5.4.4	Anticipates and responds appropriately to other crew members needs
5.4.5	Gives and receives feedback constructively
5.4.6	Confidently intervenes when important for safety
5.4.7	Engages others in planning and allocates activities fairly and appropriately according to abilities
5.4.8	Addresses and resolves conflicts and disagreements in a constructive manner
5.4.9	Projects self-control in all situations
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Operate Vehicle</b>
6.1.1	Operate tractor-trailer combinations
6.1.2	Operate a tractor bobtailing
6.1.3	Operate straight trucks
6.1.4	Execute vehicle maneuvers

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6.1.5	Adapt driving to operating requirements
6.1.6	Operate specialized equipment
6.1.7	Manage emergency/unexpected situations
6.2	<b>Plan Trips</b>
6.2.1	Confirm cargo and logistics
6.2.2	Plan/revise routes
6.2.3	Finalize trip plan
6.2.4	Secure / obtain required documents and equipment
6.3	<b>Cargo</b>
6.3.1	Plan cargo loading
6.3.2	Inventory cargo
6.3.3	Pack cargo
6.3.4	Load cargo
6.3.5	Secure cargo
6.3.6	Unload cargo
6.4	<b>Service Customers</b>
6.4.1	Ensure customer satisfaction
6.4.2	Handle complaints
6.4.3	Participate in improving customer service
6.4.4	Participate in creating sales opportunities
6.5	<b>Maintenance</b>
6.5.1	Practice preventative maintenance
6.5.2	Perform pre-trip inspection
6.5.3	Perform post-trip inspection and tasks
6.5.4	Maintain accessory equipment
6.6	<b>Regulations</b>
6.6.1	Comply with hours of service requirements
6.6.2	Comply with highway safety codes and related regulations
6.6.3	Comply with occupational health and safety requirements
6.6.4	Comply with carriage of goods requirements
6.6.5	Comply with governing drug and alcohol regulations and policies
6.6.6	Comply with weights and dimensions requirements
6.6.7	Comply with labor code requirements
6.6.8	Comply with human rights requirements
6.6.9	Comply with environmental requirements
6.6.10	Comply with customs and immigration requirements
6.6.11	Comply with tax requirements
6.6.12	Comply with company contracts and agreements
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	High school diploma or equivalent
7.2	CDL Class A

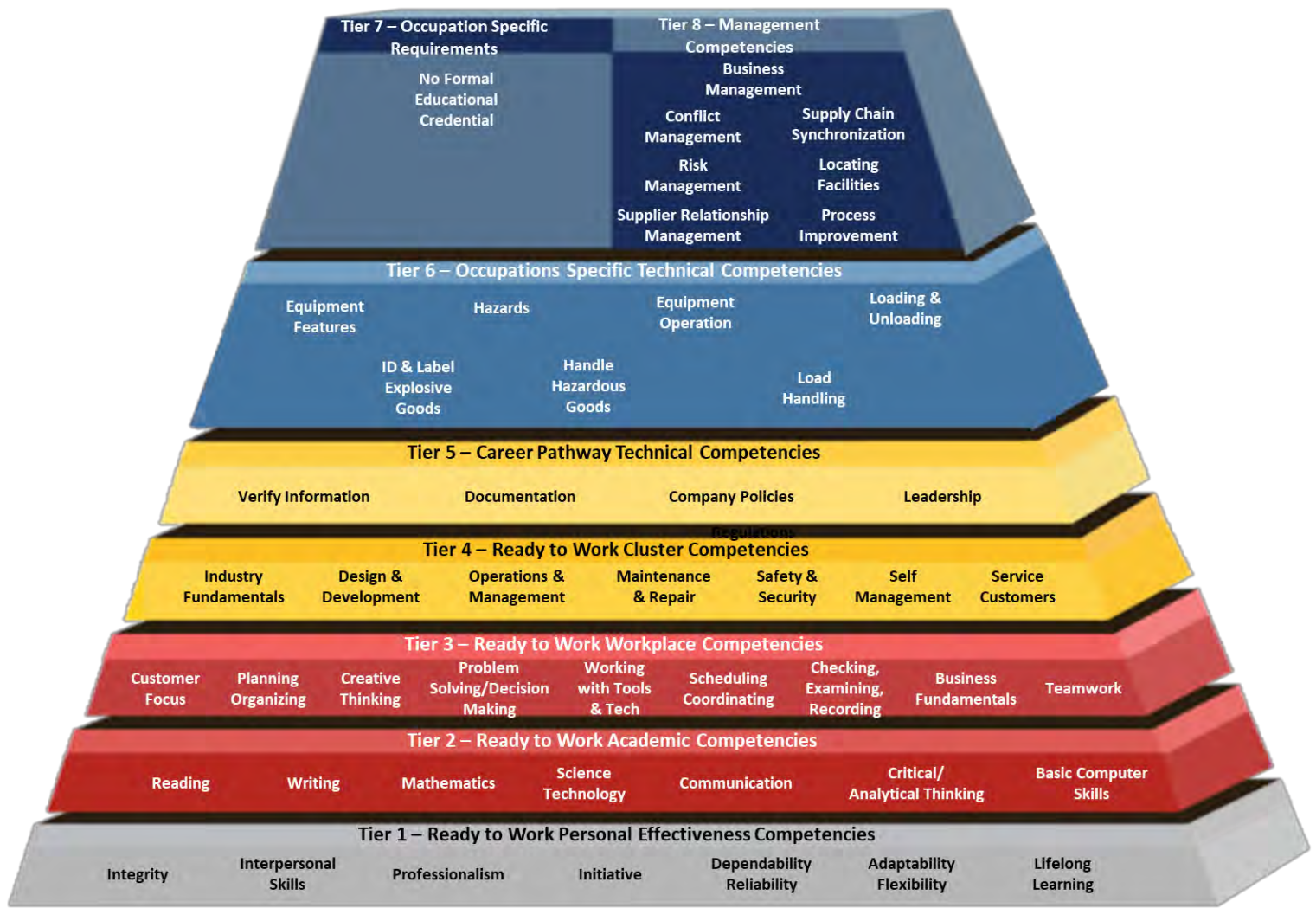
	<b>Alabama Competency Model Light Truck or Delivery Services Drivers</b>
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8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>
8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.

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8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.



# Tank Car, Truck, and Ship Loaders

*Transportation Operations*



## Alabama Competency Model Tank, Car, and Ship Loader

Code	
1	<b>Tier 1: Personal Effectiveness Competencies</b>
1.1	<b>Interpersonal Skills: Displaying the skills to work effectively with others from diverse backgrounds.</b>
1.1.1	Demonstrating sensitivity/empathy
1.1.1.1	Show sincere interest in others and their concerns.
1.1.1.2	Demonstrate sensitivity to the needs and feelings of others.
1.1.1.3	Look for ways to help people and deliver assistance.
1.1.2	Demonstrating insight into behavior
1.1.2.1	Recognize and accurately interpret the communications of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.).
1.1.2.2	Recognize when relationships with others are strained.
1.1.2.3	Show understanding of others' behaviors and motives by demonstrating appropriate responses.
1.1.2.4	Demonstrate flexibility for change based on the ideas and actions of others.
1.1.3	Maintaining open relationships
1.1.3.1	Maintain open lines of communication with others.
1.1.3.2	Encourage others to share problems and successes.
1.1.3.3	Establish a high degree of trust and credibility with others.
1.1.4	Respecting diversity
1.1.4.1	Demonstrate respect for coworkers, colleagues, and customers.
1.1.4.2	Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
1.1.4.3	Demonstrate sensitivity, flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs, or opinions.
1.1.4.4	Value an environment that supports and accommodates a diversity of people and ideas.
1.2	<b>Integrity: Displaying strong moral principles and work ethic.</b>
1.2.1	Behaving ethically
1.2.1.1	Abide by a strict code of ethics and behavior, even in the face of opposition.
1.2.1.2	Encourage others to behave ethically
1.2.1.3	Understand that behaving ethically goes beyond what the law requires.
1.2.1.4	Use company time and property responsibly.
1.2.1.5	Perform work-related duties according to laws, regulations, contract provisions, and company policies.
1.2.2	Acting fairly
1.2.2.1	Treat others with honesty, fairness, and respect.
1.2.2.2	Make decisions that are objective and reflect the just treatment of others.
1.2.3	Taking responsibility
1.2.3.1	Take responsibility for accomplishing work goals within accepted timeframes.
1.2.3.2	Accept responsibility for one's decisions and actions and for those of one's group, team, or department.
1.3	<b>Professionalism: Maintaining a professional presence.</b>
1.3.1	Demonstrating self-control
1.3.1.1	Maintain composure and keep emotions in check.



## Alabama Competency Model Tank, Car, and Ship Loader

Code	
1.3.1.2	Deal calmly and effectively with stressful or difficult situations.
1.3.1.3	Accept criticism tactfully and attempt to learn from it.
1.3.2	Professional appearance
1.3.2.1	Maintain a professional demeanor.
1.3.2.2	Dress appropriately for occupational and worksite requirements.
1.3.2.3	Maintain appropriate personal hygiene.
1.3.3	Social responsibility
1.3.3.1	Refrain from lifestyle choices which negatively impact the workplace and individual performance.
1.3.3.2	Remain free from substance abuse.
1.3.4	Maintaining a positive attitude
1.3.4.1	Project a professional image of oneself and the organization.
1.3.4.2	Demonstrate a positive attitude towards work.
1.3.4.3	Take pride in one's work and the work of the organization.
1.4	<b>Initiative: Demonstrating a commitment to effective job performance by taking action on one's own and following through to get the job done.</b>
1.4.1	Persisting
1.4.1.1	Pursue work with drive and a strong accomplishment orientation.
1.4.1.2	Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
1.4.2	Taking initiative
1.4.2.1	Go beyond the routine demands of the job to increase its variety and scope.
1.4.2.2	Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
1.4.2.3	Take initiative to seek out new work challenges, influence events, or originate action.
1.4.3	Setting challenging goals
1.4.3.1	Establish and maintain personally challenging but realistic work goals.
1.4.3.2	Exert effort toward task mastery.
1.4.3.3	Bring issues to closure by pushing forward until a resolution is achieved.
1.4.4	Working independently
1.4.4.1	Develop own ways of working effectively and efficiently.
1.4.4.2	Perform effectively even with minimal direction, support, or approval.
1.4.4.3	Set own schedule to maximize productivity.
1.4.4.4	Take responsibility for completing one's own work assignments.
1.4.5	Achievement motivation
1.4.5.1	Strive to exceed standards and expectations.
1.4.5.2	Exhibit confidence in capabilities and an expectation to succeed in future activities.
1.5	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>
1.5.1	Fulfilling obligations
1.5.1.1	Behave consistently and predictably.
1.5.1.2	Is reliable, responsible, and dependable in fulfilling obligations.
1.5.1.3	Diligently follow through on commitments and consistently complete assignments by deadlines.
1.5.2	Attendance and punctuality



## Alabama Competency Model Tank, Car, and Ship Loader

Code	
1.5.2.1	Come to work on time and as scheduled.
1.5.2.2	Arrive on time for meetings or appointments.
1.5.2.3	Dial in to phone calls and web conferences on time.
1.5.3	Attending to details
1.5.3.1	Diligently check work to ensure that all essential details have been considered.
1.5.3.2	Notice errors or inconsistencies and take prompt, thorough action to correct them.
1.5.4	Following directions
1.5.4.1	Follow directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
1.5.4.2	Comply with organizational rules, policies, and procedures.
1.5.4.3	Ask appropriate questions to clarify any instructional ambiguities.
1.6	<b>Adaptability and Flexibility: Displaying the capability to adapt to new, different, or changing requirements.</b>
1.6.1	Entertaining new ideas
1.6.1.1	Is open to considering new ways of doing things.
1.6.1.2	Actively seek out and carefully consider the merits of new approaches to work.
1.6.1.3	Embrace new approaches when appropriate and discard approaches that are no longer working.
1.6.2	Dealing with change
1.6.2.1	Take proper and effective action when necessary without having all the necessary facts in hand.
1.6.2.2	Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
1.6.2.3	Effortlessly shift gears and change direction when working on multiple projects or issues.
1.7	<b>Lifelong Learning: Demonstrating a commitment to self-development and improvement of knowledge</b>
1.7.1	Demonstrating an interest in learning
1.7.1.1	Take actions showing an interest in personal and professional lifelong learning and development.
1.7.1.2	Seek feedback from multiple sources about how to improve and develop.
1.7.1.3	Modify behavior based on feedback or self-analysis of past mistakes.
1.7.1.4	Learn and accept help from supervisors and co-workers.
1.7.2	Participating in learning activities
1.7.2.1	Identify when it is necessary to acquire new knowledge and skills.
1.7.2.2	Take steps to develop and maintain knowledge, skills, and expertise necessary to perform one's role successfully by participating in relevant training and professional development programs.
1.7.2.3	Actively pursue opportunities to broaden knowledge and skills through seminars, conferences, professional groups, reading publications, job shadowing, and/or continuing education.
1.7.3	Using change as a learning opportunity
1.7.3.1	Anticipate changes in work demands and search for and participate in assignments or training that address these changing demands.
1.7.3.2	Treat unexpected circumstances as opportunities to learn.
1.7.4	Identifying career interests
1.7.4.1	Take charge of personal career development by identifying occupational interests, strengths, options, and opportunities.

## Alabama Competency Model Tank, Car, and Ship Loader

Code	
1.7.4.2	Make insightful career planning decisions that integrate others' feedback.
1.7.5	Integrating and applying learning
1.7.5.1	Integrate newly learned knowledge and skills with existing knowledge and skills.
1.7.5.2	Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
2	<b>Tier 2: Academic Competencies</b>
2.1	<b>Reading: Understanding written sentences, paragraphs, and figures in work-related documents (with accommodation if necessary).</b>
2.1.1	Comprehension
2.1.1.1	Locate and understand written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
2.1.1.2	Understand the purpose of written materials.
2.1.1.3	Comprehend the author's meaning and identify the main ideas expressed in the written material.
2.1.2	Attention to detail
2.1.2.1	Note details and facts.
2.1.2.2	Detect inconsistencies.
2.1.2.3	Identify implied meaning and details.
2.1.2.4	Recognize missing information.
2.1.3	Information analysis
2.1.3.1	Critically evaluate and analyze information in written materials.
2.1.3.2	Review written information for completeness and relevance.
2.1.3.3	Distinguish fact from opinion.
2.1.3.4	Identify trends.
2.1.3.5	Synthesize information from multiple written materials.
2.1.4	Information integration
2.1.4.1	Integrate what is learned from written materials with prior knowledge.
2.1.4.2	Use what is learned from written material to follow instructions and complete tasks.
2.1.4.3	Apply what is learned from written material to new situations.
2.2	<b>Writing: Using standard (business) English to compile information and prepare written documents.</b>
2.2.1	Organization and development
2.2.1.1	Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
2.2.1.2	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, and coherent manner.
2.2.1.3	Present well-developed ideas supported by information and examples.
2.2.1.4	Proofread finished documents for errors.
2.2.1.5	Tailor content to appropriate audience and purpose.
2.2.1.6	Distribute written materials appropriately for intended audiences and purposes.
2.2.2	Mechanics
2.2.2.1	Use standard syntax and sentence structure.

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Code	
2.2.2.2	Use correct spelling, punctuation, and capitalization.
2.2.2.3	Use correct English grammar (e.g., correct tense, subject-verb agreement, no missing words).
2.2.2.4	Write legibly when using handwriting to communicate.
2.2.3	Tone
2.2.3.1	Use language appropriate for the target audience.
2.2.3.2	Use a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
2.2.3.3	Show insight, perception, and depth in writing.
2.3	<b>Mathematics: Uses principles of mathematics to express ideas and solve problems.</b>
2.3.1	Computation
2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
2.3.1.2	Calculate averages, ratios, proportions, and rates.
2.3.1.3	Convert decimals to fractions and fractions to decimals.
2.3.1.4	Convert fractions to percents and percents to fractions.
2.3.1.5	Convert decimals to percents and percents to decimals.
2.3.1.6	Understand relationships between numbers and identify and understand patterns.
2.3.2	Measurement and estimation
2.3.2.1	Take measurements of time, temperature, distances, length, width, height, perimeter, area, volume, weight, velocity, and speed.
2.3.2.2	Use and report measurements correctly.
2.3.2.3	Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
2.3.3	Application
2.3.3.1	Use appropriate mathematical formulas and techniques to solve problems.
2.3.3.2	Translate practical problems into useful mathematical expressions.
2.4	<b>Science and Technology: Using scientific rules and methods to express ideas and solve problems.</b>
2.4.1	Comprehension
2.4.1.1	Understand basic scientific principles and uses appropriate technology.
2.4.1.2	Understand the scientific method (i.e., identify problems, collect information, form opinions and draw conclusions).
2.4.1.3	Understand overall intent and proper procedures for set-up and operation of equipment.
2.4.2	Application
2.4.2.1	Apply basic scientific principles and technology to complete tasks.
2.5	<b>Communication: Listening, speaking, and signaling so others can understand (with accommodation if</b>
2.5.1	Communicating
2.5.1.1	Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
2.5.1.2	Convey information clearly, correctly, and succinctly.
2.5.1.3	Use common English conventions including proper grammar, tone, and pace.
2.5.1.4	Effectively establish interpersonal contact with one or more individuals using eye contact, body language and non-verbal expression as appropriate to the person's culture.

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Code	
2.5.1.5	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace.
2.5.2	Receiving information
2.5.2.1	Attend to, understand, interpret, and respond to messages received in a variety of ways, including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
2.5.2.2	Comprehend complex instructions.
2.5.2.3	Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and responds appropriately.
2.5.2.4	Consider others' viewpoints and alter opinion when it is appropriate to do so.
2.5.2.5	Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
2.5.2.6	Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
2.5.3	Observing carefully
2.5.3.1	Notice nonverbal cues and respond appropriately.
2.5.3.2	Attend to visual sources of information (e.g., video).
2.5.3.3	Ascertain relevant visual information and use appropriately.
2.5.4	Persuasion/Influence
2.5.4.1	Influence others.
2.5.4.2	Persuasively present thoughts and ideas.
2.5.4.3	Gain commitment and ensure support for proposed ideas.
2.6	<b>Critical and Analytical Thinking: Using logical thought processes to analyze information and draw conclusions.</b>
2.6.1	Reasoning
2.6.1.1	Possess sufficient inductive and deductive reasoning ability to perform job successfully.
2.6.1.2	Critically review, analyze, synthesize, compare, and interpret information.
2.6.1.3	Draw conclusions from relevant and/or missing information.
2.6.1.4	Understand the principles underlying the relationship among facts and apply this understanding when solving problems.
2.6.1.5	Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
2.6.2	Mental agility
2.6.2.1	Identify connections between issues.
2.6.2.2	Quickly understand, orient to, and integrate new information.
2.7	<b>Basic Computer Skills: Using information technology and related applications to convey and retrieve information (with accommodation when necessary).</b>
2.7.1	Computer basics
2.7.1.1	Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
2.7.1.2	Use basic computer software, hardware, and communication devices to perform tasks.

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Code	
2.7.2	Using software
2.7.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.
2.7.2.2	Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
2.7.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
2.7.2.4	Use database software to manage data.
2.7.2.5	Create and maintain a well-organized electronic file storage system.
2.7.3	Using the Internet and email
2.7.3.1	Use the Internet to search for online information and interact with Web sites.
2.7.3.2	Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
2.7.3.3	Use electronic mail to communicate in the workplace.
2.7.3.4	Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional
2.7.3.5	Employ collaborative/groupware applications to facilitate group work.
2.7.4	Ensuring computer security
2.7.4.1	Understand and comply with the organization's privacy policy and information security guidelines.
2.7.4.2	Defend against potential abuses of private information.
2.7.4.3	Recognize and respond appropriately to suspicious vulnerabilities and threats.
2.7.4.4	Use the most recent security software, web browser, and operating system to protect against online threats.
2.7.4.5	Utilize strong passwords, passphrases, and basic encryption.
2.7.4.6	Recognize secure Web addresses.
3	<b>Tier 3: Workplace Competencies</b>
3.1	<b>Teamwork: Working cooperatively with others to complete work assignments.</b>
3.1.1	Identifying team membership and role
3.1.1.1	Serve as a leader or a follower, depending on what is needed to achieve the team's goals and
3.1.1.2	Identify and draw upon team members' strengths and weaknesses to achieve results.
3.1.1.3	Instruct others in learning new skills and learn from other team members.
3.1.1.4	Assist others who have less experience or have heavy workloads.
3.1.1.5	Encourage others to express their ideas and opinions.
3.1.2	Establishing productive relationships
3.1.2.1	Develop constructive and cooperative working relationships with others.
3.1.2.2	Exhibit tact and diplomacy and strive to build consensus.
3.1.2.3	Deliver constructive criticism and voice objections to others' ideas and opinions in a supportive, non-accusatory manner.
3.1.2.4	Respond appropriately to positive and negative feedback.
3.1.2.5	Effectively communicate with all members of the group or team to achieve team goals and objectives.
3.1.3	Meeting team objectives

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3.1.3.1	Work as part of a team, contributing to the group's effort to achieve goals.
3.1.3.2	Identify and commit to the goals, norms, values, and customs of the team.
3.1.3.3	Choose behaviors and actions that best support the team and accomplishment of work tasks.
3.1.3.4	Use a group approach to identify problems and develop solutions based on group consensus.
3.1.4	Resolving conflicts
3.1.4.1	Bring others together to reconcile differences.
3.1.4.2	Handle conflicts maturely by exercising "give and take" to achieve positive results for all parties.
3.1.4.3	Reach formal or informal agreements that promote mutual goals and interests, and obtain commitment to those agreements from individuals or groups.
3.2	<b>Customer Focus: Efficiently and effectively addressing the needs of clients/customers.</b>
3.2.1	Understanding customer needs
3.2.1.1	Identify internal and external customers.
3.2.1.2	Attend to what customers are saying and ask questions to identify customer needs, interests, and goals.
3.2.1.3	Anticipate the future needs of the customer.
3.2.2	Providing personalized service
3.2.2.1	Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of customers.
3.2.2.2	Provide thorough, accurate information to answer customers' questions and inform them of commitment times or performance guarantees.
3.2.2.3	Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
3.2.2.4	Identify and propose appropriate solutions and/or services.
3.2.2.5	Establish boundaries as appropriate for unreasonable customer demands.
3.2.2.6	Communicate in the medium desired by the customer.
3.2.3	Acting professionally
3.2.3.1	Is pleasant, courteous, and professional when dealing with internal or external customers.
3.2.3.2	Develop constructive and cooperative working relationships with customers.
3.2.3.3	Is calm and empathetic when dealing with hostile customers.
3.2.4	Keeping customers informed
3.2.4.1	Follow up with customers following provision of service.
3.2.4.2	Keep customers up to date about decisions that affect them.
3.2.4.3	Seek the comments, criticisms, and involvement of customers.
3.2.4.4	Adjust services based on customer feedback.
3.3	<b>Planning and Organizing: Planning and prioritizing work to manage time effectively and accomplish assigned tasks.</b>
3.3.1	Planning
3.3.1.1	Approach work in a methodical manner.
3.3.1.2	Plan and schedule tasks so that work is completed on time.
3.3.1.3	Keep track of details to ensure work is performed accurately and completely.
3.3.1.4	Anticipate obstacles to project completion and develop contingency plans to address them.

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Code	
3.3.1.5	Find new ways of organizing work area or planning work to accomplish work more efficiently.
3.3.2	Prioritizing
3.3.2.1	Prioritize multiple competing tasks.
3.3.2.2	Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
3.3.3	Managing projects
3.3.3.1	Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
3.3.3.2	Manage activities to meet plans, allocating time and resources effectively.
3.3.3.3	Keep track of and document plans, assignments, changes, and deliverables.
3.3.3.4	Plan for dependencies of one task on another.
3.3.3.5	Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
3.3.3.6	Take necessary corrective action when projects go off track.
3.3.3.7	Assure job accommodations are made for personnel who need or request them.
3.4	<b>Creative Thinking: Generating innovative and creative solutions.</b>
3.4.1	Employing unique analyses
3.4.1.1	Use original analyses and generate new, innovative ideas in complex areas.
3.4.1.2	Develop innovative methods of obtaining or using resources when insufficient resources are available.
3.4.2	Generating innovative solutions
3.4.2.1	Integrate seemingly unrelated information to develop creative processes or solutions.
3.4.2.2	Reframe problems in a different light to find fresh approaches.
3.4.2.3	Entertain wide-ranging possibilities and perspectives to develop new solutions.
3.4.2.4	Find new ways to add value to the efforts of a team and organization.
3.4.3	Seeing the big picture
3.4.3.1	Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
3.4.3.2	Monitor patterns and trends to see a bigger picture.
3.4.3.3	Modify or design systems to improve performance.
3.5	<b>Problem Solving and Decision-Making: Generating, evaluating, and implementing solutions to problems.</b>
3.5.1	Identifying the problem
3.5.1.1	Anticipate or recognize the existence of a problem or objection.
3.5.1.2	Identify the true nature of the problem and define critical issues.
3.5.1.3	Evaluate the importance and criticality of the problem.
3.5.1.4	Use all available reference systems to locate and obtain information relevant to understanding the problem.
3.5.1.5	Recall previously learned information that is relevant to the problem.
3.5.2	Locating, gathering, and organizing relevant information
3.5.2.1	Effectively use both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.



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Code	
3.5.2.2	Examine information obtained for relevance and completeness.
3.5.2.3	Recognize important gaps in existing information and take steps to eliminate those gaps.
3.5.2.4	Organize/reorganize information as appropriate to gain a better understanding of the problem.
3.5.3	Generating alternatives
3.5.3.1	Integrate previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem.
3.5.3.2	Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
3.5.4	Choosing a solution
3.5.4.1	Decisively choose the best solution after evaluating the relative merits of each possible option.
3.5.4.2	Make difficult decisions even in highly ambiguous or ill-defined situations.
3.5.5	Implementing the solution
3.5.5.1	Commit to a solution in a timely manner.
3.5.5.2	Develop a realistic approach for implementing the chosen solution.
3.5.5.3	Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
3.5.5.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
3.6	<b>Working with Tools and Technology: Selecting, using, and maintaining tools and technology to facilitate work activity (with accommodation, when necessary).</b>
3.6.1	Using tools
3.6.1.1	Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
3.6.1.2	Demonstrate appropriate use of tools and technology to complete work functions.
3.6.2	Selecting tools
3.6.2.1	Select and apply appropriate tools or technological solutions to the problem at hand.
3.6.3	Keeping current on tools and technology
3.6.3.1	Demonstrate an interest in learning about new and emerging tools and technologies.
3.6.3.2	Demonstrate information literacy.
3.6.3.3	Adapt quickly to changes in process or technology.
3.6.3.4	Seek out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.
3.6.4	Troubleshooting and maintenance
3.6.4.1	Learn how to maintain and troubleshoot tools and technologies.
3.6.4.2	Perform routine maintenance on tools, technology, and equipment.
3.6.4.3	Determine causes of errors and take the appropriate corrective action.
3.6.4.4	Develop alternatives to complete a task if desired tool or technology is not available.
3.7	<b>Scheduling and Coordinating: Making arrangements that fulfill all requirements as efficiently and economically as possible.</b>
3.7.1	Arranging and informing

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3.7.1.1	Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
3.7.1.2	Inform others of arrangements, giving them complete, accurate, and timely information.
3.7.1.3	Ensure that others receive needed materials in time.
3.7.1.4	Handle all aspects of arrangements thoroughly and completely.
3.7.1.5	Respond to the schedules of others affected by arrangements, resolve schedule conflicts or travel issues, and take corrective action.
3.7.2	Coordinating in distributed environments
3.7.2.1	Coordinate schedules of colleagues, co-workers, and clients in regional locations. (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced.
3.7.2.2	Leverage technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments.
3.7.2.3	Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
3.7.3	Shiftwork
3.7.3.1	Effectively coordinate the transition of staff at the beginning and end of each work shift.
3.7.3.2	Disseminate crucial information in an organized manner to rapidly bring staff up to speed at the start of their shifts.
3.7.3.3	Ensure that staff is updated on work completed on past shifts and work that still needs to be completed.
3.8	<b>Checking, Examining, and Recording: Entering, transcribing, recording, storing, or maintaining information in written or electronic/digital format.</b>
3.8.1	Detecting errors
3.8.1.1	Detect and correct errors or inconsistencies, even under time pressure.
3.8.1.2	Identify vague or ambiguous documentation.
3.8.1.3	Route errors to appropriate person to correct documentation.
3.8.2	Completing forms
3.8.2.1	Select and complete appropriate forms quickly and completely.
3.8.2.2	Forward or process forms in a timely and accurate manner.
3.8.2.3	Attend to and follow through on important items requiring action.
3.8.2.4	Expedite forms, orders, or advances that require immediate attention.
3.8.3	Obtaining information
3.8.3.1	Obtain appropriate information, signatures, and approvals promptly.
3.8.3.2	Verify that all information is present and accurate before forwarding materials.
3.8.3.3	Compile, categorize, and verify information or data.
3.8.3.4	Apply systematic techniques for observing and gathering data.
3.8.4	Maintaining logs, records, and files
3.8.4.1	Organize records and files to maintain data.
3.8.4.2	Keep logs, records, and files that are up-to-date and readily accessible (e.g., driver logs, flight records, repair records).
3.8.4.3	Update logs, records, and files, noting important changes.

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3.8.4.4	File data and documentation in accordance with organization's requirements.
3.9	<b>Business Fundamentals: Using information on basic business principles, trends, and economics.</b>
3.9.1	Situational awareness
3.9.1.1	Understand the mission, structure, and functions of the organization.
3.9.1.2	Recognize one's role in the functioning of the organization and understand the potential impact one's own performance can have on the success of the organization.
3.9.1.3	Grasp the potential impact of the company's well-being on employees.
3.9.2	Business ethics
3.9.2.1	Act in the best interest of the company, the community, and the environment.
3.9.2.2	Comply with applicable laws and rules governing work and report loss, waste, or theft of company property to appropriate personnel.
3.9.3	Market knowledge
3.9.3.1	Understand market trends in the industry and the company's position in the market.
3.9.3.2	Know who the company's primary competitors are and stay current on organizational strategies to maintain competitiveness.
3.9.3.3	Uphold the organization through building and maintaining customer relations.
3.9.3.4	Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
4	<b>Tier 4: Ready to Work Cluster-Specific Competencies</b>
4.1	<b>Industry Fundamentals: Knowledge of the fundamentals of the transportation, distribution, and logistics industry, including transportation modes and the industry's key components.</b>
4.1.1	Nature and scope of transportation, distribution, and logistics
4.1.2	Various modes of transportation and their inter-connectivity
4.1.3	Role and impact of the transportation of passengers and freight on the economy
4.1.4	Organizations and infrastructure supporting transportation, distribution, and logistics industry
4.2	<b>Design and Development: Implement activities related to the research, design, and development of transportation systems capable of moving materials, products, and people to meet customer's requirements.</b>
4.2.1	Utilizes performance of transportation operations in order to improve quality, increase efficiency, and maximize cost
4.2.2	Applies systems analysis to the elements, relationships, and functions in the supply chain
4.2.3	Determines customer needs and requirements
4.2.4	Passengers or cargo arrive at the right location, on time, and in the safest and most economical manner
4.2.5	Maintains information on the movement of people and goods according to planned routes
4.2.6	Responds to infrastructure conditions and develops plans to improve transportation infrastructure
4.3	<b>Operations and Management: Implement activities related to the implementation, management, and control of transportation systems.</b>
4.3.1	Drives or operates transportation equipment
4.3.2	Implements transportation plans and schedules
4.3.3	Adjusts transportation and distribution processes in response to changing conditions

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4.3.4	Knowledge of roadway planning, design, and construction, and vehicle dispatching, routing, and tracking
4.3.5	Strategies for managing traffic flow at transportation hubs, facilities, and staging areas
4.3.6	Applies industry standards to ensure quality service
4.3.7	Maintains logs and other required documents
4.3.8	Monitors processes to ensure they are appropriate and effective
4.3.9	Ensures equipment is operating to prescribed standards
4.3.10	Raises and reports quality issues in a timely manner
4.3.11	Ongoing customer service to both internal and external customers
4.3.12	Responds to customer problems, complaints, and questions
4.4	<b>Maintenance and Repair: Activities related to the maintenance and repair of transportation facilities, equipment, infrastructure, and systems.</b>
4.4.1	Inspects facilities, equipment, infrastructure, and systems to detect malfunctions or maintenance needed
4.4.2	Maintains and repairs transportation facilities, equipment, infrastructure, and systems
4.4.3	Updates maintenance logs according to company policies and government regulations
4.5	<b>Regulations: Compliance with relevant local, state, federal, and international laws and regulations that impact the transportation, distribution, and logistics industry.</b>
4.5.1	Roles and functions of government agencies in regulating transportation, distribution, and logistics
4.5.2	Complies with local, state, federal, and international laws and regulations
4.5.3	Understands transportation systems' political, regulatory, and legal issues
4.5.4	Understands governmental policies and procedures
4.6	<b>Safety and Security: Assessing and managing risks associated with safety and security.</b>
4.6.1	Maintaining a Healthy and Safe Environment
4.6.2	Ensure the safety of self and others, in accordance with personal and jobsite safety practices.
4.6.3	Anticipates and prevents work-related injuries and illnesses.
4.6.4	Complies with federal, state, and local regulations, and company health and safety policies.
4.6.5	Recognizes common hazards that occur at work, their risks, and controls to address them.
4.6.6	Follows procedures and protocols for workplace emergencies, including safe evacuation.
4.6.7	Maintains a sanitary and clutter-free work environment.
4.6.8	Identifies, handles, and disposes of hazardous materials in accordance with government regulations.
4.6.9	Recognizes universal signs and symbols to function safely in the workplace.
4.6.10	Safeguarding One's Person
4.6.11	Uses equipment and tools safely.
4.6.12	Uses appropriate Personal Protective Equipment (PPE).
4.6.13	Follows safety and security rules and procedures particular to employee's mode and occupation.
4.6.14	Legal rights of workers regarding workplace safety and protection from hazards.
4.6.15	Knows and understands safety system requirements for diagnosing and servicing hybrid or electric vehicles
4.6.16	Reports injuries, incidents, workplace hazards, and safety and security concerns.
4.7	<b>Problem Solving Strategies</b>

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4.7.1	Seeks accurate and adequate information from appropriate sources
4.7.2	Identifies and verifies what and why things have gone wrong
4.7.3	Employ(s) proper problem-solving strategies
4.7.4	Perseveres in working through problems without reducing safety
4.7.5	Uses appropriate and timely decision-making processes
4.7.6	Sets priorities appropriately
4.7.7	Identifies and considers options effectively
4.7.8	Monitors, reviews, and adapts decisions as required
4.7.9	Identifies and manages risks effectively
4.7.10	Improvises when faced with unforeseeable circumstances to achieve the safest outcome
4.8	<b>Self-Management</b>
4.8.1	Select medium of communication
4.8.2	Demonstrate Personal Skills
4.8.3	Demonstrate professionalism and integrity
4.8.4	Demonstrate thoroughness and attention to detail
4.8.5	Work methodically
4.8.6	Manage time
4.8.7	Solve problems
4.8.8	Make decisions
4.8.9	Exercise initiative and resourcefulness
4.8.10	Manage fatigue and stress
4.8.11	Demonstrate situational awareness
4.8.12	Adapt to change
4.8.13	Pursue continuous learning activities
4.8.14	Balance family and work commitments
4.9	<b>Service Customers</b>
4.9.1	Ensure customer satisfaction
4.9.2	Handle complaints
4.9.3	Participate in improving customer service
4.10	<b>Transportation Management</b>
4.10.1	Transportation hub / control center administration
4.10.2	Transportation management system administration
4.10.3	Transportation route and scheduling planner
4.10.4	Transportation equipment handling
4.10.5	Pricing for transportation services and operations
5	<b>Tier 5: Career Pathway Technical Competencies</b>
5.1	<b>Verify Information</b>
5.1.1	Check specifications of materials loaded or unloaded against information contained in work orders
5.1.2	Maintain or verify records of time, materials, expenditures, or crew activities
5.1.3	Collect delivery instructions from appropriate sources, verifying instructions and routes
5.1.4	Verify the contents of inventory loads against shipping papers

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5.1.5	Verify tank car, barge, or truck load numbers to ensure car placement accuracy based on written or verbal instructions
5.2	<b>Documentation</b>
5.2.1	Maintain logs of recycling materials received or shipped to processing companies
5.2.2	Prepare bills of lading, statements of shipping records, or customer receipts related to recycling or hazardous material services
5.2.3	Maintain records, such as vehicle logs, records of cargo, or billing statements, in accordance with regulations
5.2.4	Prepare and maintain work records and reports of information such as employee time and wages, daily receipts, or inspection results
5.2.5	Maintain or verify records of time, materials, expenditures, or crew activities
5.2.6	Prepare, compile, and submit reports on work activities, operations, production, or work-related accidents
5.2.7	Record information, such as cash receipts and ticket fares, and maintain log book
5.2.8	Maintain logs of working hours or of vehicle service or repair status, following applicable state and federal regulations
5.2.9	Record operating data such as products and quantities pumped, gauge readings, and operating times, manually or using computers
5.2.10	Sell products from truck inventory and keep records of sales
5.3	<b>Company Policies</b>
5.3.1	Follows agency standards for attire and appearance
5.3.2	Adheres to customer service policies
5.3.3	Follows agency personnel policies and practices
5.3.4	Fulfills agency training and assessment requirements
5.3.5	Maintains a safe and secure environment for self and passengers
5.4	<b>Leadership</b>
5.4.1	Understands and agrees with the crew's roles and objectives
5.4.2	Creates an atmosphere of open communication and encourages team participation
5.4.3	Uses initiative and gives directions when required
5.4.4	Anticipates and responds appropriately to other crew members needs
5.4.5	Gives and receives feedback constructively
5.4.6	Confidently intervenes when important for safety
5.4.7	Engages others in planning and allocates activities fairly and appropriately according to abilities
5.4.8	Addresses and resolves conflicts and disagreements in a constructive manner
5.4.9	Projects self-control in all situations
6	<b>Tier 6: Occupation Specific Technical Competencies</b>
6.1	<b>Equipment Features</b>
6.1.1	Lift truck stability triangle and trapezoid
6.1.2	Identify load centers
6.1.3	The effects of speed, acceleration, sharp cornering, height, attachment, grades/ramps and load security

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6.1.4	Operator blind spots associated with the design of the lift truck, its components, permanent equipment and attachments
6.1.5	Identify the main components of the lift truck with emphasis on the lifting/handling systems and their basic functions
6.1.6	Adhere to manufacturer specifications
6.2	<b>Avoid Hazards such as</b>
6.2.1	Parking a vehicle on an incline
6.2.2	Not stopping before entering an incline
6.2.3	Travelling over railway tracks
6.2.4	Allowing riders unless there is an approved Passenger seat
6.2.5	Permitting anyone to stand or walk under loads
6.2.6	Permitting anyone to ride on loads
6.2.7	Operating equipment with limbs outside the cabin
6.2.8	Travelling with the load lifted more than 10 centimeters above the floor
6.2.9	Dragging the forks when inserting or withdrawing them from a load
6.2.10	Increasing the capacity of the truck or overloading the truck
6.2.11	Stunt driving and horseplay
6.2.12	Allowing anyone to stand on the fork or climb on the upright assembly
6.2.13	Moving a load with someone steadying it
6.2.14	Jumping from the lift truck in the event of a tip over
6.3	<b>ID &amp; Label Explosive Goods</b>
6.3.1	Assess dangerous/explosive goods
6.3.2	Handle dangerous/explosive goods
6.3.3	Label dangerous/explosive goods
6.3.4	Complete documentation
6.4	<b>Handle Hazardous Goods</b>
6.4.1	Identify workplace requirements for hazardous substances/dangerous goods
6.4.2	Follow site incident procedures
6.4.3	Select handling techniques
6.4.4	Monitor, review and report on handling procedures
6.5	<b>Equipment Operation</b>
6.5.1	Pre-operational check (circle check)
6.5.2	Start-up
6.5.3	Starting, stopping, and turning
6.5.4	Shut-down and parking
6.5.5	Forward and Reverse driving on level ground
6.5.6	Forward and reverse driving on inclines, ramps or uneven terrain
6.5.7	Check oil and air filters
6.5.8	Operating around personnel
6.6	<b>Load Handling</b>
6.6.1	Selection of loads



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6.6.2	Load pick up and placement
6.6.3	Load security and integrity
6.6.4	Personnel lifting, lowering and supporting
6.7	<b>Loading &amp; Unloading</b>
6.7.1	Loading trucks and railway cars
6.7.2	Transporting loads in elevators
6.7.3	Unloading
6.8	<b>Maintenance</b>
6.8.1	Refueling and Recharging
6.8.2	Perform pre-trip inspection
6.8.3	Perform post-trip inspection and tasks
6.8.4	Maintain accessory equipment
7	<b>Tier 7: Occupation Specific Requirements</b>
7.1	No formal educational credential
8	<b>Tier 8: Management Competencies</b>
8.1	<b>Business Management</b>
8.1.1	Understand all management activities carried out in the course of running an organization, including controlling, leading, monitoring, adjusting, organizing, and planning.
8.1.2	Analyze financial statements and explain the implications of standard financial ratios and all components of the balance sheet and income statement.
8.1.3	Create interactive decision support models that demonstrate the sensitivity of outcome to multiple independent variables.
8.1.4	Calculate project and organizational cash flow forecasts; present value investment comparisons and risk-adjusted return calculations.
8.1.5	Demonstrate knowledge of visual presentation techniques including charting, histograms, and flow sheets, and oral and written presentation techniques.
8.1.6	Understand fundamental organizational behavior.
8.2	<b>Conflict Management</b>
8.2.1	Demonstrate ability to manage conflict by identifying and handling conflicts in a sensible, fair, and efficient manner.
8.2.2	Demonstrate skill in effective communicating, problem solving, and negotiating with a focus on party interests.
8.3	<b>Supply Chain Synchronization</b>
8.3.1	Balance supply with demand, considering both lead time and demand variability created by supply patterns not matching demand patterns.
8.3.2	Effectively collaborate and communicate with supply chain members.
8.3.3	Integrate activities across organizations on the supply chain by ensuring information visibility in inventory levels, anticipated productions, and material-in-transit.
8.3.4	Mitigate the bullwhip effect.
8.4	<b>Risk Management</b>

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8.4.1	Accurately identify risks affecting supply, transformation, delivery, and customer demand.
8.4.2	Develop strategies such as dual sourcing, buffering, and forward buying that minimize financial impact uncertainties such as yields, timing, pricing, and catastrophic events.
8.4.3	Effectively analyze the probability, control, and impact of risks identified.
8.5	<b>Supplier Relationship Management</b>
8.5.1	Effectively locate and source key materials suppliers, while analyzing the total cost associated with procuring an item or service.
8.5.2	Focus on developing and maintaining long-term relationships with trading partners who can help the purchaser meet profitability and customer satisfaction goals.
8.5.3	Integrate automation of request for quote (RFQ), request for proposal (RFP), electronic auctioning, business-to-business commerce (B2B), and contract management processes when using a strategic sourcing approach.
8.5.4	Electronic auctioning, business-to-business commerce (B2B), and contract
8.5.5	Management processes when using a strategic sourcing approach.
8.5.6	Establish methods of meeting customer satisfaction goals.
8.6	<b>Locating Facilities</b>
8.6.1	Apply qualitative techniques when quantifiable data are not available or when measures for different criteria relevant to the logistics decisions are used.
8.6.2	Apply quantitative techniques when solving logistic problems, such as the designing of routes and the scheduling of vehicles.
8.6.3	Incorporate the transportation model to find the optimal allocation of sources of supply, typically plants, to meet demand at destinations in the network, typically warehouses.
8.6.4	Efficiently distribute products among suppliers, manufacturing facilities, distribution centers, warehouses, and customers through a logistics network.
8.6.5	Reach optimal efficiency of all vehicle assets within a network through a vehicle routing process.
8.7	<b>Process Improvement</b>
8.7.1	Understand the systematic approach to closing of process or system performance gaps through streamlining and cycle time reduction, and identify and eliminate causes of quality below specifications, process variation, and non-value-adding activities.
8.7.2	Maintain company processes that afford optimum operation and enhance the company's quality management system.
8.7.3	Demonstrate ability to visualize the total process and aid in locating problem areas using process mapping, quality improvement, and visualization tools to locate, quantify, and correct root causes of problems.
8.7.4	Perform periodic evaluations to maintain processes by gathering pertinent information, such as problem symptoms from knowledgeable sources and carrying these through to the problems, potential causes, and root causes of the problem.
8.7.5	Hold gains in process improvements by establishing key performance measurements, benchmarking metrics, and continuous process improvement initiatives to improve process quality on continual basis.