

Title	Demonstrate leadership in a road transport operation		
Level	5	Credits	5

Purpose	<p>This unit standard is for people who have supervisory responsibilities in a road transport operation, whether it be despatching vehicles or in a first line managerial or team leader role.</p> <p>People credited with this unit standard are able to: explain the concept of leadership in a road transport operation; examine and develop own leadership style; and evaluate own and organisational performance against common management errors in the road transport industry and implement improvements.</p>
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Classification	Commercial Road Transport > Road Transport Management
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Available grade	Achieved
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Explanatory notes

- 1 Legal requirements relevant to this unit standard include:
 Carriage of Goods Act 1979;
 Employment Relations Act 2000;
 Health and Safety in Employment Act 1992;
 Land Transport Act 1998;
 Road User Charges Act 2012;
 Land Transport (Road User) Rule 2004.

- 2 Any new, amended, or replacement Acts, regulations, Rules, standards, codes of practice, or NZ Transport Agency requirements or conditions affecting this unit standard will take precedence for assessment purposes, pending review of this unit standard.

- 3 Definitions
 The *principles of natural justice* that apply to this unit standard are:
 - a the principle that both sides of a case are to be heard;
 - b the principle that the merits of the case should be judged by a person with no interest in the outcome.
 A *road transport operation* may form part of an organisation or it may constitute the whole organisation.

Outcomes and evidence requirements

Outcome 1

Explain the concept of leadership in a road transport operation.

Evidence requirements

- 1.1 The role of a leader is explained in terms of motivating and supporting staff, setting goals and monitoring performance, and demonstrating organisational culture, values, and compliance with road transport law.
- 1.2 The typical characteristics of an effective leader are defined in terms of attitude, skills, and behaviour.
- Range may include but is not limited to – visionary, charismatic, knowledgeable about the road transport industry, listening skills, accessible, integrity, handling others' achievements, accepting accountability, showing initiative, communications skills, inspirational, understanding and developing people, lateral thinker, positive approach, self-disciplined; a minimum of ten characteristics is required.
- 1.3 The impact of effective leadership and ineffectual leadership is explained in terms of financial results, staff attitude, customer service, creating job satisfaction, compliance with road transport law, and organisational direction.
- 1.4 The explanation includes behaviours that negate effective leadership.
- Range may include but is not limited to – interference, sarcasm, prying, bossiness, unwillingness to delegate, bullying, lack of decision-making, willingness to flout road transport law, drunkenness or substance abuse, physical intimidation, willingness to take short cuts; a minimum of seven behaviours is required.
- 1.5 The explanation includes ways of leading by example.
- Range may include but is not limited to – personal presentation and habits, adhering to road traffic law, promoting best practice in occupational health and safety, treating staff at all levels with respect, demonstrating organisational values, applying the principles of natural justice, monitoring staff levels of stress and fatigue; a minimum of five examples is required.
- 1.6 Different management styles are evaluated against the characteristics of an effective leader.
- Range may include but is not limited to – traditional team player, analytical problem solver, dominant controller, charismatic

motivator, hands-off, hands-on, customer focused, glory-grabber, timid;
a minimum of five styles is required.

1.7 The explanation includes leadership challenges for managers in the road transport industry.

Range includes but is not limited to – the powerplay between drivers and despatchers/managerial staff, managing a commercial business on a public thoroughfare, legislative responsibilities for drivers/loaders/despatchers.

1.8 The explanation includes the impact on the road transport industry when managers of road transport operations fail to show leadership in their own operation.

Range includes but is not limited to – overweight vehicles, under-payment of Road User Charges, exceeding legal driving hours, exceeding speed limits, failing to report accidents, failing to advise rights under legislation relating to the carriage of goods; a minimum of five is required.

Outcome 2

Examine and develop own leadership style.

Evidence requirements

- 2.1 Own behaviours are evaluated against the behaviours identified as characteristic of an effective leader.
- 2.2 Action plans to improve own leadership style are developed and are specific, measurable, achievable, realistic, and time-bound.
- 2.3 Achievements against action plans are monitored and changes made to action plans as required.

Outcome 3

Evaluate own and organisational performance against common management errors in the road transport industry and implement improvements.

Evidence requirements

- 3.1 Own behaviour and management system are analysed against the common management errors in the road transport industry and appropriate strategies to improve style and systems are developed and implemented.

Range refusal to accept personal accountability, failure to train and develop staff, failing to manage driving staff showing signs of fatigue, having poor vehicle maintenance policies, making commitments that are not able to be delivered within driving hours and speed limits law, not having drug or alcohol policies, not having employment contracts, being a buddy rather than a boss, accepting incompetence, bullying staff.

Planned review date	31 December 2019
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Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	27 July 2005	31 December 2017
Review	2	25 June 2007	31 December 2017
Review	3	16 April 2015	N/A

Consent and Moderation Requirements (CMR) reference	0092
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This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

Please note

Providers must be granted consent to assess against standards (accredited) by NZQA, before they can report credits from assessment against unit standards or deliver courses of study leading to that assessment.

Industry Training Organisations must be granted consent to assess against standards by NZQA before they can register credits from assessment against unit standards.

Providers and Industry Training Organisations, which have been granted consent and which are assessing against unit standards must engage with the moderation system that applies to those standards.

Requirements for consent to assess and an outline of the moderation system that applies to this standard are outlined in the Consent and Moderation Requirements (CMR). The CMR also includes useful information about special requirements for organisations wishing to develop education and training programmes, such as minimum qualifications for tutors and assessors, and special resource requirements.

Comments on this unit standard

Please contact the NZ Motor Industry Training Organisation (Incorporated) (MITO) info@mito.org.nz if you wish to suggest changes to the content of this unit standard.