Skills Framework for Logistics

A Guide to Occupations and Skills

An initiative of

skillsfuture.sg
## Contents

About the Skills Framework 1

Logistics: A Key Enabler of the Global Economy 2

Evolving Landscape 3

Desired Attributes and Skills of Successful Logistics Professionals 6

Take Your Career Further 7

Realise Your Potential - Take the Next Step Forward 10

Skills Maps

- Warehouse Management and Operations 12
- Transportation Management and Operations 34
- Freight Forwarding and Operations 62
- Sales and Customer Service 78
- Logistics Solutioning and Programme Management 94
- Logistics Process Improvement and Information System 112

Overview of Technical Skills and Competencies 133

Overview of Generic Skills and Competencies 141

Supporting Organisations and Acknowledgements 144

Wage Information 145

Illustration for Lateral Progression of a Warehouse Operations Executive 146

Skills Framework for Logistics: Career Pathways 147
About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Jointly developed by SkillsFuture Singapore, Workforce Singapore, Singapore Economic Development Board and SPRING Singapore together with employers, industry associations, education and training providers and unions, the Skills Framework for Logistics provides useful information on:

1. Sector and Employment Opportunities
2. Career Pathways
3. Occupations and Job Roles
4. Existing and Emerging Skills
5. Training Programmes for Skills Upgrading and Mastery

With the Skills Framework, individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning.

Logistics: A Key Enabler of the Global Economy

Logistics is an indispensable enabler of the global economy. It connects suppliers to manufacturers and merchants to customers, both domestically and globally. A bedrock of our everyday lives, the logistics sector ensures that our daily needs are met. Singapore’s position as the leading logistics hub in the region has been well recognised globally through the World Bank Logistics’ Performance Index and the presence of key global logistics companies.

Singapore is 1st in Asia on the World Bank’s Logistics Performance Index

All companies on the Armstrong & Associates Top 25 Global Third Party Logistics (3PLs) List 2016 have presence in Singapore

The Singapore logistics sector consists of the following key functions that support our competitiveness in manufacturing, global trade and domestic services:

Contract Logistics
Freight Forwarding
Land Transportation

Key growth sector that contributes to the transportation and storage sector of our economy, the Singapore logistics sector offers challenging yet rewarding careers grounded in highly transferable skills. A career in logistics places one at the forefront of globalisation and technology advancements as the sector evolves to keep pace with emerging business trends; it also offers a global career as companies often send professionals across the globe to enrich their experiences. Many seasoned logistics professionals spend their entire career in the industry, rising through the ranks through skills and knowledge gained on the job. Just as how logistics is intertwined with the economy, a career in the logistics sector will always remain relevant amidst a shift in jobs globally.

Identified as a growth industry under the Industry Transformation Plan
Contributes to 7.4% of Singapore’s Gross Domestic Product
Part of Transportation and Storage sector in 2015 contributed to the employment of 237,000 workers
Evolving Landscape

TRENDS IMPACTING THE LOGISTICS SECTOR

1. Rise of Asia
The rise of Asia and emergence of ASEAN has led to increased direct trade between Asian markets. This has resulted in more intra-Asian cargo volumes and expansion of regional distribution networks. For Singapore, these trends present opportunities for more regional distribution hubs, supply chain design and planning, and management functions to be situated here. Nonetheless, the rise of Asia would also present challenges for Singapore as it brings about more competition as the region continues to enhance their infrastructure and trade agreements.

2. Emerging Business and Manufacturing Trend
Emerging business and technology trends such as big data, 3D printing and digitalisation will bring about disruptive changes to supply chains. These trends present new growth opportunities in supply chain innovations and deeper supply chain integration, as companies deal with shortened, more agile and complex supply chains.

Emerging opportunities in supply chain and logistics include:
- Digital planning enabled by integration of big data and predictive analytics, such as in demand forecasting, inventory management and network optimisation;
- Digital supply chain enabled by e-platforms, for purpose of transport management and collaborative optimisation of assets and jobs;
- Digital manufacturing such as 3D printing services for critical spare parts;
- Digital logistics enabled by predictive data, to facilitate more supply chain agility and better supply chain risk management.

3. Advancements in Technologies
Advancements in technology will help to future proof the logistics industry. While the logistics industry is not new to the usage of technologies such as automated storage and retrieval systems, deployments have been limited by the hefty capital investments required previously and the rigidity of such systems. Advancements in technologies have made these systems nimbler and cheaper to deploy today. New modular goods handling technologies such as robotics and autonomous forklifts have also started to gain traction in recent years. Coupled with the application of data analytics and the Internet of Things, the logistics industry will deliver better, faster and more agile supply chains.

FUTURE WAREHOUSE
Technology advancements will bring about greater productivity and shape the future of logistics. A modern warehouse equipped with key technological solutions will achieve greater productivity, increase handling volume, speed and inventory accuracy at a lower cost. New professional roles will also be created to improve overall operations.

Source: Republic Polytechnic COI-SCM
Hay Group Logistics Manpower Study, 2015
Desired Attributes and Skills of Successful Logistics Professionals

A career in the logistics sector provides diverse opportunities to individuals seeking rewarding and enriching careers from all backgrounds. Whether you excel in business innovation, love working with people or specialise in information technology solutions, the logistics sector offers all kinds of opportunities to develop your passion and grow your career.

As the sector continues to transform, these are some examples of skills in demand now and in the future. Those seeking successful careers in the logistics sector can set themselves apart by developing these attributes and acquiring the skills in demand.

**DESIRED ATTRIBUTES**

- **Analytical**
  - Enjoys analysing things from all angles and thinking of ways to solve problems

- **Meticulous**
  - Pays attention to detail and accuracy

- **Resilience**
  - Highly adaptive to handle transformative changes

- **Team Player**
  - Understands that each person is part of a larger team working together to bring about the success of any project

- **Responsible**
  - Recognises the implicit obligation on accountability to ensure work process runs reliably and efficiently

**SKILLS IN DEMAND**

- **Business Innovation Management**
  - Ability to manage decisions, activities and practices that takes idea to realisation for the purpose of generating business value

- **Process Improvement**
  - Ability to improve processes to align the quality requirement of the organisation in order to maximise quality and reduction of waste

- **Solutioning and Programme Management**
  - Ability to provide a single touch point between key customers and project managers for execution of logistics solutions

- **Stakeholder and Customer Management**
  - Ability to manage contracts for the purpose of maximising financial and operational performance and minimising risk

- **Technology Management**
  - Ability to achieve productivity savings through technology including big data, Internet of Things, robotics and automation

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**FUTURE LOGISTICS PROFESSIONALS**

With growing customers’ expectations and rapid technological advancements, logistics companies today are continuously developing new capabilities and value-added services to stay competitive. There is a growing need for professionals with niche and specialised skills to innovate and deliver these services effectively.

**GROWING DEMAND FOR PROFESSIONALS WITH NEW SKILL-SETS**

- **On Demand Logistics Solutions**
  - Utilising the power of crowdsourcing and flexible workforce to meet customers’ dynamic needs

- **Omni-Channel Logistics**
  - Integrated logistics solutions that seamlessly support dynamic delivery and fulfilment across multiple channels

- **Big Data**
  - Analysing data to optimise assets, jobs and creation of new business models

- **Logistics Information Systems**
  - IT system design and data analysis to optimise supply chain

- **Logistics Solutions**
  - Supply chain planning, design and engineering to optimise transport, inventory management and service quality

- **Vertical Specialisation**
  - Supply chain customisation for specialised sectors like Food, Healthcare, and Chemicals etc.

- **Programme Management**
  - Project coordination for the development and execution of logistics solutions for key clients

- **3D Printing**
  - On-demand production of goods for customers on-site

- **Robotics and Automation**
  - Technological solutions enable new levels of productivity and operations improvement

- **Anticipatory Logistics**
  - Leveraging predictive algorithms to boost efficiency and enhance capacity and network utilisation

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Source: Hay Group Logistics Manpower Study 2016
FOR WORKING ADULTS

Education And Career Guidance
With the help of trained ECG counsellors, Singaporeans in the workforce can benefit from career coaching, employability skills workshops, networking sessions and more through Workforce Singapore’s (WSG) Careers Connect and Employment and Employability Institute (e2i) Centres.

MySkillsFuture
MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes to broaden and deepen skills. It incorporates the national Jobs Bank, presenting an integrated platform for users to access resources related to jobs, education and skills training.

SkillsFuture Earn and Learn Programme
This is a work-learn programme for ITE and polytechnic graduates, so they can be placed with an employer and have opportunities to learn through structured on-the-job training and facilitated classroom learning. Those who successfully complete this programme will receive industry-recognised qualifications and a sign-on incentive.

SkillsFuture Fellowship
The SkillsFuture Fellowships are awards that recognise Singaporeans who have achieved a significant depth in their skills and help them continue their pursuit of skills mastery. The Fellowship provides a cash award of $10,000 to recipients.

SkillsFuture Leadership Development Initiative
Under this initiative, there will be increased collaborations with companies to design and enhance developmental opportunities for high-potential talents. It aims to support aspiring Singaporeans in developing the necessary capabilities to take on increased roles and responsibilities in their respective companies.

SkillsFuture Mid-Career Enhanced Subsidy
Singaporeans aged 40 and above will receive higher subsidies of up to 90% of course fees for over 8,000 SkillsFuture Singapore supported courses and at least 90% of programme costs for Ministry of Education (MOE)-subsidised full-time and part-time courses.

FOR STUDENTS

Education And Career Guidance
With the help of trained Education and Career Guidance (ECG) counsellors, students in secondary schools will be exposed to a wide range of education and career options, and given opportunities to make informed post-secondary education choices. This will continue in Institute of Technical Education (ITE), polytechnics, junior colleges, and universities to help students make informed choices about their careers.

Young Talent Programme
Students from ITE, polytechnics, and universities can embark on overseas internships to take on work and study programmes that will prepare them for international assignments in their future careers.

Singapore-Industry Scholarship
Launched in 2012, the Singapore-Industry Scholarship initiative represents a strong government-industry partnership in talent development through the offer of scholarships for Singapore citizens at different stages of their university education, locally and overseas. This helps companies grow a good pipeline of fresh talent. Visit www.singaporeindustryscholarship.sg for more information.

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Realise Your Potential - Take the Next Step Forward

Now that you have some idea of what a career in the logistics sector can offer and the available government initiatives and schemes to support your career goals, you are ready to take the next step!

NEW ENTRANTS

Use the Skills Framework for Logistics to find out about careers in the sector

UNDERSTAND the career pathways and the attributes needed to take on a particular occupation in the sector

EXPERIENCED PROFESSIONALS

Use the Skills Framework for Logistics to find out how to chart your career

PLAN for vertical career progression within the track that you are currently in, or for lateral career moves across the tracks

IDENTIFY skill gaps that you are lacking in your current or next job role

Understand the skills and competencies required for the job role and identify relevant Training Programmes to help you become a qualified personnel

IDENTIFY relevant training programmes

TRAINING PROGRAMMES

Embark on your career in Logistics

Programmes that equip new entrants with skills and knowledge for specific occupations in the sector at their respective entry levels

Lifelong learning for skills deepening to meet existing and emerging demands of the sector

Programmes for experienced employees or individuals to broaden or deepen specific skills and knowledge for various occupations in the sector

For a list of training programmes available for the logistics sector, please visit:

skillsfuture.sg/skills-framework
Skills Maps

Warehouse Management and Operations
Page 12–33

Transportation Management and Operations
Page 34–61

Freight Forwarding and Operations
Page 62–77

Sales and Customer Service
Page 78–93

Logistics Solutioning and Programme Management
Page 94–111

Logistics Process Improvement and Information System
Page 112–128

Warehouse Management and Operations

<table>
<thead>
<tr>
<th>JOB ROLES</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material Handling Equipment (MHE) Operator/Forklift Operator/Warehouse Assistant/Inventory Assistant</td>
<td>14</td>
</tr>
<tr>
<td>Warehouse Storekeeper/Inventory Coordinator/Logistics Coordinator</td>
<td>16</td>
</tr>
<tr>
<td>Warehouse Supervisor/Inventory Control Supervisor/Quality Control Supervisor</td>
<td>18</td>
</tr>
<tr>
<td>Warehouse Officer/Inventory Controller/Quality Control Officer/Warehouse Facilities Management Officer</td>
<td>20</td>
</tr>
<tr>
<td>Health, Safety and Environmental Coordinator</td>
<td>22</td>
</tr>
<tr>
<td>Warehouse Operations Executive/Inventory Management Executive/Warehouse Assistant Manager</td>
<td>24</td>
</tr>
<tr>
<td>Health, Safety and Environmental Officer</td>
<td>27</td>
</tr>
<tr>
<td>Warehouse Operations Manager/Inventory Management Manager/Capacity Management Manager</td>
<td>29</td>
</tr>
<tr>
<td>Health, Safety and Environmental Manager</td>
<td>31</td>
</tr>
<tr>
<td>Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager</td>
<td>129</td>
</tr>
</tbody>
</table>
Senior Operations Supervisor

As'at Bin Rasul
Schenker Singapore (Pte) Ltd

A PASSION FOR LIFELONG LEARNING

As’at Bin Rasul’s love for logistics began when he was still in school. Having heard encouraging words from his school seniors who were already working in the sector, As’at decided to pursue a career in the logistics sector after graduation. What followed was a lifelong learning journey in automation training. A firm advocate for skills upgrading, the 56-year-old Senior Operations Supervisor jumps at any chance to improve himself.

While he says that the job can be intense and requires a lot of focus, As’at enjoys the growth opportunities it provides. His employer, Schenker Singapore (Pte) Ltd, is an Approved Training Organisation under the Singapore Workforce Skills Qualifications system. This provides As’at the opportunity to pursue skills upgrading easily, for example, courses in stock control and housekeeping operations, applying teamwork in the workplace and in productivity.

As’at says such initiatives are extremely helpful when he conducts his daily audit of pack out orders, and cycle count on packaging materials. With automation and robotics on the rise, he believes working with technology can raise productivity levels. This led him to be trained in operating a modernised and almost fully-automated warehouse.

“The skills I learnt are transferable and allow me to prepare for the future. Eventually, I develop deeper operational capabilities and gained a better appreciation of how technology can help in my everyday work,” As’at shares. He believes that these skills, referenced from the Skills Framework, would be helpful for new entrants to the logistics sector.

The Skills Framework can also clear up any misconceptions people have about the logistics sector. One such example is the belief that contract logistics is purely about the storage of products. “On top of simply storing products, there is a need to have excellent cycle count, smooth workflow and a proper put-away process to ensure products are stored away safely and quickly,” As’at explains. “Warehousing is an integral part of the entire supply chain process. If done well, it optimises the operational flows of the company, resulting in cost efficiencies and increased customer satisfaction.”

This desire to ensure a smooth supply chain process is one of the reasons As’at has remained dedicated to his job over the years. A memorable moment in his career was receiving his 15-year service award from his company. “This is a company that I enjoy working in, and an acknowledgement of my long service is extremely rewarding,” shares As’at.

He hopes to use his experience to mentor new staff, encourage and motivate them to work beyond their expectations.

Material Handling Equipment (MHE) Operator/ Forklift Operator/Warehouse Assistant/ Inventory Assistant

JOB ROLE DESCRIPTION

The Material Handling Equipment (MHE) Operator/Forklift Operator/Warehouse Assistant/Inventory Assistant is responsible for sorting, routing, and loading cargo to and from various warehousing or storage locations.

Systematic and mechanically-inclined, he/she is also responsible for upholding quality standards, ensuring the safe and efficient operation of material-handling equipment, and may also be required to support general warehouse operations. He is expected to work with internal and external stakeholders to accomplish his work.

**JOB ROLE DESCRIPTION**

**Material Handling Equipment (MHE) Operator/Forklift Operator/Warehouse Assistant/Inventory Assistant**

**Critical Work Functions and Key Tasks**

**Critical Work Functions**

- Perform Warehousing Tasks
  - Perform loading, unloading and arranging of warehouse cargo and items
  - Comply with height, weight and special handling requirements in stacking, moving, and arranging items on pallets according to storage plans
  - Identify operational shortfall, maintenance or repair needs
  - Report warehouse issues in a timely manner
  - Perform warehouse operations in accordance with SS (sort, set, shine, standardise, sustain) techniques

- Perform Business Continuous Improvement Activities
  - Perform activities to improve quality of logistics services

**Critical Work Functions and Key Tasks**

- Perform Cargo and/or Material Handling and Delivery Tasks
  - Perform container stuffing and unstuffing operations
  - Perform cargo or material-handling security procedures
  - Support the department in incident or crisis management initiatives
  - Assist in application of methods and techniques to manage time and temperature-sensitive cargo
  - Perform cargo consolidation activities
  - Perform cross docking operations and shipment consolidation
  - Perform transshipment and transloading operations
  - Assist in application of methods and techniques to manage dangerous goods

- Perform Safety and Health Tasks
  - Perform Workplace Safety and Health (WSH) activities to ensure personal compliance to requirements
  - Highlight WSH shortcomings in existing processes
  - Perform safety and health risk assessment
  - Maintain safety, health and operational quality standards
  - Report WSH incidents

- Perform Technology Application Activities
  - Assist in application of latest technology to improve operations in own work areas
  - Operate technology or electronic tools and devices
  - Work with team members to support technology projects

**Job Role Description**

**Material Handling Equipment (MHE) Operator/Forklift Operator/Warehouse Assistant/Inventory Assistant**

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Warehouse Storekeeper/Inventory Coordinator/Logistics Coordinator

**JOB ROLE DESCRIPTION**

The Warehouse Storekeeper/Inventory Coordinator/Logistics Coordinator is responsible for coordinating general warehouse operations and activities including shipping and receiving deliveries, conducting stock checks, documenting warehouse transactions and records, and storing of inventory.

Stable and systematic, he/she is also responsible for the safe and efficient operation of the material-handling equipment. He is expected to work with internal and external stakeholders to accomplish his work.

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Material Handling Equipment (MHE) Operator/Forklift Operator/Warehouse Assistant/Inventory Assistant

**SKILLS AND COMPETENCIES**

<table>
<thead>
<tr>
<th>TECHNICAL SKILLS AND COMPETENCIES</th>
<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cargo Issuance and Dispatch</td>
<td>Digital Literacy</td>
</tr>
<tr>
<td>Cargo Lifting</td>
<td>Interpersonal Skills</td>
</tr>
<tr>
<td>Container Loading and Unloading Administration</td>
<td>Teamwork</td>
</tr>
<tr>
<td>Cross Docking</td>
<td>Problem Solving</td>
</tr>
<tr>
<td>Equipment Maintenance</td>
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<tr>
<td>Livestock Cargo Administration</td>
<td></td>
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<tr>
<td>Material Handling Equipment (MHE) Handling</td>
<td></td>
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<tr>
<td>Risk Management and Administration</td>
<td></td>
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<tr>
<td>Warehouse Administration</td>
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<tr>
<td>Warehouse Inventory Control/Audit</td>
<td></td>
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<tr>
<td>Warehouse Maintenance and Housekeeping</td>
<td></td>
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<tr>
<td>Warehouse Management System (WMS) Administration</td>
<td></td>
</tr>
<tr>
<td>Warehouse/Cargo-related Occupational Health and Safety Management</td>
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<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS AND KEY TASKS</th>
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<tbody>
<tr>
<td><strong>Perform Warehousing Tasks</strong></td>
</tr>
<tr>
<td>• Coordinate arrangement or rotation of warehouse cargo and items</td>
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<tr>
<td>• Execute operations according to different warehousing situations and contingencies</td>
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<tr>
<td>• Perform stock control and housekeeping operations of warehouse cargo and items</td>
</tr>
<tr>
<td>• Facilitate compliance of height, weight and special handling requirements in stacking, moving and arranging of items on pallets according to storage plan</td>
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<tr>
<td>• Execute measures to address operational shortfall, maintenance or repair needs</td>
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<tr>
<td>• Review warehousing quality issues in a timely manner</td>
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<tr>
<td>• Coordinate warehouse operations in accordance to 5S (sort, set, shine, standardise, sustain) techniques</td>
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</tbody>
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<table>
<thead>
<tr>
<th><strong>Perform Business Continuous Improvement Activities</strong></th>
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</thead>
<tbody>
<tr>
<td>• Perform continuous improvement activities and performance improvement strategies</td>
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<tr>
<td>• Perform documentation of business requirements</td>
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<tr>
<td>• Perform identification of business requirements</td>
</tr>
<tr>
<td>• Coordinate activities to improve quality of logistics services</td>
</tr>
<tr>
<td>• Apply environmental protection procedures</td>
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<tr>
<td>• Adhere to organisational procedures to reduce emissions, increase energy efficiency and reduce the organisation’s carbon footprint</td>
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<tr>
<td>• Perform sustainability activities by using processes that are non-polluting, energy and resource-saving, economically-efficient and safe for workers, communities and consumers</td>
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<table>
<thead>
<tr>
<th><strong>Perform Cargo and/or Material Handling and Delivery Tasks</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Coordinate cargo or material-handling security procedures</td>
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<tr>
<td>• Coordinate department’s incident or crisis management initiatives</td>
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<tr>
<td>• Apply methods and techniques to manage time and temperature-sensitive cargo</td>
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<tr>
<td>• Coordinate transshipment and transloading operations</td>
</tr>
<tr>
<td>• Track cargo-handling schedules to ensure timelines are complied with</td>
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<tr>
<td>• Apply methods and techniques to manage dangerous goods</td>
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</tbody>
</table>
### Warehouse Storekeeper/Inventory Coordinator/Logistics Coordinator

**CRITICAL WORK FUNCTIONS AND TASKS**

**Perform Safety and Health Operations**
- Coordinate WSH activities to ensure personal compliance to requirements
- Suggest WSH solutions to address localised shortcomings in existing processes
- Perform safety and health risk assessment
- Comply to safety, health and operational quality standards
- Report WSH incidents

**Perform Technology Application Tasks**
- Work with team members to support technology projects
- Apply latest technology to improve operations in own work areas
- Operate technology or electronic tools and devices

**SKILLS AND COMPETENCIES**

<table>
<thead>
<tr>
<th>Technical Skills and Competencies</th>
<th>Level</th>
<th>General Skills and Competencies (Top 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cargo Lifting</td>
<td>Level 2</td>
<td>Digital Literacy Basic</td>
</tr>
<tr>
<td>Container Loading and Unloading Administration</td>
<td>Level 2</td>
<td>Interpersonal Skills Basic</td>
</tr>
<tr>
<td>Dangerous Goods (DG) Management</td>
<td>Level 2</td>
<td>Teamwork Basic</td>
</tr>
<tr>
<td>Environmental Protection Management</td>
<td>Level 2</td>
<td>Developing People Basic</td>
</tr>
<tr>
<td>Equipment Maintenance</td>
<td>Level 3</td>
<td>Problem Solving Basic</td>
</tr>
<tr>
<td>Hazardous Materials Identification System (HMIS) Administration</td>
<td>Level 2</td>
<td></td>
</tr>
<tr>
<td>Material Handling Equipment (MHE) Handling</td>
<td>Level 3</td>
<td></td>
</tr>
<tr>
<td>Order Fulfillment Administration</td>
<td>Level 1</td>
<td></td>
</tr>
<tr>
<td>Risk Management and Administration</td>
<td>Level 1</td>
<td></td>
</tr>
<tr>
<td>Warehouse Administration</td>
<td>Level 2</td>
<td></td>
</tr>
<tr>
<td>Warehouse Automation Application</td>
<td>Level 2</td>
<td></td>
</tr>
<tr>
<td>Warehouse Facility Management</td>
<td>Level 2</td>
<td></td>
</tr>
<tr>
<td>Warehouse Inventory Control/Audit</td>
<td>Level 2</td>
<td></td>
</tr>
<tr>
<td>Warehouse Maintenance and Housekeeping</td>
<td>Level 2</td>
<td></td>
</tr>
<tr>
<td>Warehouse Management System (WMS) Administration</td>
<td>Level 2</td>
<td></td>
</tr>
<tr>
<td>Warehouse/Cargo-related Occupational Health and Safety Management</td>
<td>Level 3</td>
<td></td>
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</tbody>
</table>

### Warehouse Supervisor/Inventory Control Supervisor/Quality Control Supervisor

**JOB ROLE DESCRIPTION**

The Warehouse Supervisor/Inventory Control Supervisor/Quality Control Supervisor is responsible for supervising general warehouse operations and activities including shipping and receiving deliveries, conducting stock checks, documenting warehouse transactions and records, and quality control.

Practical and systematic, he/she is also responsible for monitoring and improving performance, and ensuring safe and efficient operation of material-handling equipment by the warehouse team. He is expected to work with internal and external stakeholders to accomplish his work.

**CRITICAL WORK FUNCTIONS AND TASKS**

**Perform Safety and Health Operations**
- Coordinate WSH activities to ensure personal compliance to requirements
- Suggest WSH solutions to address localised shortcomings in existing processes
- Perform safety and health risk assessment
- Comply to safety, health and operational quality standards
- Report WSH incidents

**Perform Technology Application Tasks**
- Work with team members to support technology projects
- Apply latest technology to improve operations in own work areas
- Operate technology or electronic tools and devices

**SKILLS AND COMPETENCIES**

<table>
<thead>
<tr>
<th>Technical Skills and Competencies</th>
<th>Level</th>
<th>General Skills and Competencies (Top 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cargo Lifting</td>
<td>Level 2</td>
<td>Digital Literacy Basic</td>
</tr>
<tr>
<td>Container Loading and Unloading Administration</td>
<td>Level 2</td>
<td>Interpersonal Skills Basic</td>
</tr>
<tr>
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<td>Level 2</td>
<td>Teamwork Basic</td>
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<tr>
<td>Equipment Maintenance</td>
<td>Level 3</td>
<td>Problem Solving Basic</td>
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<tr>
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</table>
JOB ROLE DESCRIPTION
The Warehouse Officer/Inventory Controller/Quality Control Officer/Warehouse Facilities Management Officer is responsible for planning and implementing warehouse processes, operations and technology. He/she is also responsible for developing plans to monitor storage utilisation levels, managing warehouse facilities and reviewing operational quality and efficiency of warehouse storage and layout plans.

Analytical and logical, he is required to explore solutions and analyse the feasibility of plans. He is also expected to coordinate closely with internal and external stakeholders to implement processes and technology.
### Warehouse Officer/Inventory Controller/Quality Control Officer/Warehouse Facilities Management Officer

#### Critical Work Functions and Key Tasks

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</table>
| Perform Safety and Health Tasks | • Manage WSH activities to ensure team’s compliance to requirements  
  • Develop WSH solutions derived from discussions around suggestions to improve existing processes  
  • Perform safety and health risk assessment  
  • Analyse WSH risk assessment reports to determine hazards  
  • Address areas of non-conformance to WSH standards through corrective actions  
  • Analyse WSH reports to determine impact to work processes |
| Perform Technology Application Tasks | • Gather information on reputable sources and partners of latest technology trends  
  • Gather information on the latest technology trends  
  • Plan key activities and milestones in technology projects  
  • Evaluate technology solutions and automations to improve processes  
  • Analyse level of technology usage and usage rate  
  • Evaluate learning activities, including learning materials on technology or electronic tools and devices |

#### Technical Skills and Competencies

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<thead>
<tr>
<th>Skill</th>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract/Vendor Management</td>
<td>Level 3</td>
<td>Digital Literacy, Intermediate</td>
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<td>Resource Management, Intermediate</td>
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</tbody>
</table>

### Health, Safety and Environmental Coordinator

#### Job Role Description

The Health, Safety and Environmental (HSE) Coordinator is responsible for assisting in the identification of any unsafe conditions or unsafe work practices in the workplace, recommending measures to remedy the unsafe conditions or work practices and assisting in the implementation of measures. He/she is also responsible for assisting in the prevention or reduction of health and environmental risks.

Analytical and observant, he is required to identify and analyse risks. He is also expected to work with internal and external stakeholders to accomplish his work.

#### Critical Work Functions and Key Tasks / Performance Expectations

<table>
<thead>
<tr>
<th>Critical Work Functions</th>
<th>Key Tasks</th>
<th>Performance Expectations</th>
</tr>
</thead>
</table>
| Perform Safety and Health Operations | • Report WSH incidents  
  • Perform WSH activities to ensure personal compliance with requirements  
  • Suggest WSH solutions to address localised shortcomings in existing processes  
  • Perform safety and health risk assessment  
  • Determine areas of non-conformance with WSH standards  
  • Generate WSH investigation reports | Perform in accordance with WSH Act |
| Perform Business Administration Tasks | • Communicate requirements and activities to stakeholders  
  • Work with allocated resources to ensure alignment of interests within business activities  
  • Apply operational policies, standards and procedures  
  • Follow operational policies, standards and procedures  
  • Perform basic risk assessment |                     |
| Perform Compliance Tasks | • Assess situational factors that promote and inhibit change  
  • Analyse business requirements  
  • Perform documentation of business requirements  
  • Perform identification of business requirements  
  • Implement environmental protection policies and procedures  
  • Adhere to organisational procedures to reduce emissions, increase energy efficiency and reduce the organisation’s carbon footprint  
  • Perform sustainability activities by using processes that are non-polluting, energy and resource-saving, economically-efficient and safe for workers, communities and consumers |                     |
Health, Safety and Environmental Coordinator

SKILLS AND COMPETENCIES

CRITICAL WORK FUNCTIONS

Perform Compliance Tasks

• Perform standard and established compliance administrative activities
• Enforce quality standards and established compliance procedures
• Execute internal audit activities for quality, safety and health, and customers
• Perform checks in accordance to internal standard operating procedures (SOP), government regulatory requirements and legislations to identify non-compliance
• Identify potential disputes arising from employment issues

PERFORMANCE EXPECTATIONS

TECHNICAL SKILLS AND COMPETENCIES

Cargo Security Control Level 2
Dangerous Goods (DG) Management Level 3
Environmental Protection Management Level 3
Hazardous Materials Identification System (HMIS) Administration Level 3
Risk Management and Administration Level 2
Warehouse Facility Management Level 3
Warehouse/Cargo-related Occupational Health and Safety Management Level 3
Warehouse Facility Security Control Level 3

GENERIC SKILLS AND COMPETENCIES (TOP 5)

Digital Literacy Level 2
Interpersonal Skills Level 3
Teamwork Level 3
Problem Solving Level 3
Resource Management Level 2

CRITICAL WORK FUNCTIONS

Perform Compliances
• Perform standard and established compliance administrative activities
• Enforce quality standards and established compliance procedures
• Execute internal audit activities for quality, safety and health, and customers
• Perform checks in accordance to internal standard operating procedures (SOP), government regulatory requirements and legislations to identify non-compliance
• Identify potential disputes arising from employment issues

WAREHOUSE OPERATIONS EXECUTIVE/INVENTORY MANAGEMENT EXECUTIVE/WAREHOUSE ASSISTANT MANAGER

JOB ROLE DESCRIPTION

The Warehouse Operations Executive/Inventory Management Executive/Warehouse Assistant Manager is responsible for planning and implementing complex warehouse processes, operations and technology. He/she is also responsible for developing plans to monitor and optimise storage utilisation levels, implementing quality programmes and using data analytics to review efficiency of the warehouse storage and layout plans.

Analytical and logical, he is required to explore solutions and analyse the feasibility of plans. He is also expected to coordinate closely with internal and external stakeholders to implement processes and technology, and to assist in the management of the warehouse operations department.

CRITICAL WORK FUNCTIONS

Perform Warehouse Activities
• Develop warehouse planning methods, warehouse storage and layout plans
• Develop warehouse storage, layout and material handling equipment (MHE) plans
• Manage relocation of warehouses
• Plan the information flow for end-to-end warehouse processes from order initiation to receiving, handling, distribution and storage
• Develop warehouse standards for quality management systems
• Develop measures using quality management knowledge to enhance quality standards
• Develop forecast planning of resources within business activities
• Develop resource plans within business activities
• Develop operational improvements based on performance measures

CRITICAL WORK FUNCTIONS

Perform Business Continuous Improvement Activities
• Formulate business process solutions to innovate current business processes
• Analyse risks associated with different approaches of process changes
• Define system scope and objectives aligned to business or contract requirements
• Analyse business process improvements through workflow analysis methods to support system development throughout project lifecycle
• Adhere to corporate social responsibility policies for logistics operations
• Implement advanced environmental protection policies and procedures
• Formulate environmental protection policies and procedures

WAREHOUSE OPERATIONS EXECUTIVE/INVENTORY MANAGEMENT EXECUTIVE/WAREHOUSE ASSISTANT MANAGER

JOB ROLE DESCRIPTION

The Warehouse Operations Executive/Inventory Management Executive/Warehouse Assistant Manager is responsible for planning and implementing complex warehouse processes, operations and technology. He/she is also responsible for developing plans to monitor and optimise storage utilisation levels, implementing quality programmes and using data analytics to review efficiency of the warehouse storage and layout plans.

Analytical and logical, he is required to explore solutions and analyse the feasibility of plans. He is also expected to coordinate closely with internal and external stakeholders to implement processes and technology, and to assist in the management of the warehouse operations department.
## Warehouse Operations Executive/Inventory Management Executive/Warehouse Assistant Manager

### Critical Work Functions and Key Tasks

#### Perform Cargo and/or Material Handling and Delivery Tasks
- Select and deploy material handling systems
- Manage cargo documentation process according to industry standards or sector requirements
- Manage supply chain security operations
- Manage time and temperature-sensitive cargo operations
- Review cargo consolidation plans to identify savings in space, cost and efficiency
- Develop cargo-handling schedules that consider timeline and resource factors
- Handle dangerous goods and hazardous materials

#### Perform Safety and Health Tasks
- Manage WSH activities to ensure department’s compliance to requirements
- Manage WSH solutioning discussions around suggestions to improve existing processes
- Perform safety and health risk assessment
- Address WSH risks from assessment reports to determine hazards
- Coordinate corrective actions to address areas of non-conformance to WSH standards
- Review WSH reports to determine impact to work processes

#### Perform Technology Application Tasks
- Review latest technology trends for application to logistics business
- Facilitate interactions between internal and external partners to design technology projects
- Facilitate interactions between internal and external partners to implement technology projects
- Review areas in logistics operations where technology can enhance processes
- Integrate technology solutions and automations to replace inefficient processes
- Leverage on data analytics to build insights on technology usage

### Skills and Competencies

#### Technical Skills and Competencies

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<td>Process Improvement and Optimisation</td>
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<tr>
<td>Risk Management and Administration</td>
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<tr>
<td>Shipment Load Planning and Palletisation/Consolidation</td>
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</tr>
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<td>Service Orientation</td>
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## Warehouse Operations Executive/Inventory Management Executive/Warehouse Assistant Manager

### Critical Work Functions and Key Tasks

#### Perform Cargo and/or Material Handling and Delivery Tasks
- Select and deploy material handling systems
- Manage cargo documentation process according to industry standards or sector requirements
- Manage supply chain security operations
- Manage time and temperature-sensitive cargo operations
- Review cargo consolidation plans to identify savings in space, cost and efficiency
- Develop cargo-handling schedules that consider timeline and resource factors
- Handle dangerous goods and hazardous materials

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</tbody>
</table>
# Health, Safety and Environmental Officer

## JOB ROLE DESCRIPTION

The Health, Safety and Environmental (HSE) Officer is responsible for identifying, assessing and advising on risks arising from the workplace or work processes, recommending measures to eliminate or minimise and control the risks, and implementing the measures. He/she is also responsible for preventing or reducing health and environmental risks, and improving quality of processes.

Analytical and observant, he is required to identify and analyse risks. He is expected to supervise a quality HSE team and work with internal and external stakeholders to accomplish his work.

## TECHNICAL SKILLS AND COMPETENCIES

<table>
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<th>Skill</th>
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</tr>
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## CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS

### CRITICAL WORK FUNCTIONS

**Perform Business Continuous Improvement Activities**

- Analyse how different approaches may impact the problem-solving outcomes
- Develop novel approaches to solve problems that are complex in nature
- Develop measures to enhance organisational awareness of environmental protection
- Develop corporate social responsibility policies for logistics operations
- Implement advanced environmental protection policies and procedures
- Formulate environmental protection policies and procedures
- Review environmentally-friendly trends in the industry for implementation

**Perform Compliance Tasks**

- Review changes in compliance, tariffs, rates, costs, quotations requirements or eligibility to manage impact on compliance operations
- Organise internal audit schedules for quality, safety and health
- Develop internal standard operating procedures (SOP) to facilitate compliance to government regulatory requirements and legislations
- Develop review measures to enhance compliance to internal SOPs, government regulatory requirements and legislations

**Perform in accordance with WSH Act**

**Perform Safety and Health Tasks**

- Facilitate discussions on WSH reports and findings
- Drive WSH activities to ensure department’s compliance with requirements
- Develop action plans based on best solutions identified during WSH solutioning discussions
- Conduct learning activities to enhance WSH standards and practices
- Address areas of non-conformance with WSH standards through corrective actions
- Analyse areas of non-conformance with WSH standards to determine reasons for non-conformance
- Formulate WSH solutions based on analysis of WSH reports

**Perform in accordance with WSH Act**

**Manage stakeholders to monitor completion of requirements and activities**

- Develop measures to improve vendor management capability in the organisation
- Optimise use of allocated resources within business activities
- Review allocation of resources across different business activities
- Apply operational policies, standards and procedures
- Develop alternatives to enhance operational policies, standards and procedures
- Evaluate risk factors that impact efficiency
- Lead delivery of key outcome within team or departmental projects
- Manage different aspects of project management based on priorities and needs

**Perform in accordance with WSH Act**

### TECHNICAL SKILLS AND COMPETENCIES

- Cargo Security Control Level 3
- Dangerous Goods (DG) Management Level 4
- Environmental Protection Management Level 4
- Hazardous Materials Identification System (HMIS) Administration Level 4
- Process Improvement and Optimisation Level 4
- Risk Management and Administration Level 2
- Stakeholder Management Level 4
- Warehouse Facility Management Level 4
- Warehousing/Cargo-related Occupational Health and Safety Management Level 3
- Warehouse Facility Security Control Level 4

### GENERIC SKILLS AND COMPETENCIES (TOP 5)

- Digital Literacy Level 4
- Interpersonal Skills Level 4
- Problem Solving Level 4
- Resource Management Level 4
- Service Orientation Level 4
JOB ROLE DESCRIPTION

The Warehouse Operations Manager/Inventory Management Manager/Capacity Management Manager is responsible for managing and reviewing warehouse operational policies, standards and procedures including the implementation of warehousing solutions, in accordance to warehousing business and customers’ needs. He/She is also responsible for managing warehousing business resources, including manpower, internal assets and external vendors.

Resourceful and systematic, he is required to manage resources and obtain buy-in among internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

CRITICAL WORK FUNCTIONS

Drive Warehouse Operations
- Review warehouse planning methods, warehouse storage and layout plans
- Determine warehouse storage system strategy using knowledge of changes in conditions, operations and the environment and its impact to outcomes
- Review warehouse operations through application of supply chain and business management principles
- Develop warehouse operations performance goals using quality management knowledge
- Review warehouse strategy for alignment across different functions
- Organise planning of resources within business activities

Drive Business Continuous Improvement
- Review business processes improvement solutions to determine effectiveness
- Formulate mitigating actions or contingency plans for risks associated with process changes
- Motivate colleagues at organisational level to develop innovative solutions for driving change
- Manage business requirements throughout project lifecycle
- Manage the implementation of environmental protection policies and procedures
- Enforce corporate social responsibility policies for warehouse operations
- Build a culture of business process improvements that extend beyond project lifecycle

Drive Cargo or Material Handling and Delivery Operations
- Manage the performance level of equipment
- Manage the impact of changing industry standards or sector requirements in cargo documentation
- Formulate incident or crisis management plans to ensure gaps are mitigated
- Review incident or crisis management plans to mitigate gaps
- Review methods and techniques to better manage time and temperature-sensitive cargo
- Manage resources to ensure cargo-handling schedules are met
- Communicate importance of achieving cargo-handling timeframe outcomes with efficient use of resources
- Review methods and techniques to better manage dangerous goods and hazardous materials

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES
- Change Management Level 5
- Customer Management Level 5
- Dangerous Goods (DG) Management Level 4
- Financial Management Level 4
- Hazardous Materials Identification System (HMIS) Administration Level 4
- Logistics Solution Design Thinking Level 5
- Order Fulfillment Administration Level 3
- Process Improvement and Optimisation Level 5
- Public-Private-Individual Partnership Collaboration Level 4
- Risk Management and Administration Level 3
- Stakeholder Management Level 5
- Strategy Implementation Level 5
- Warehouse Automation Application Level 5
- Warehouse Layout Design Level 5
- Warehouse Facility Security Control Level 5
- Warehouse Inventory Control/Audit Level 5
- Warehouse Performance Measurement Level 5
- Warehouse Space Utilisation Level 5

GENERIC SKILLS AND COMPETENCIES (TOP 5)
- Interpersonal Skills Advanced
- Developing People Advanced
- Problem Solving Advanced
- Resource Management Advanced
- Service Orientation Advanced
### Critical Work Functions and Key Tasks / Performance Expectations

#### Drive Business Administration Operations
- Influence stakeholders’ perspectives on requirements and activities
- Align resources management (manpower and asset) strategies with business strategies across different business activities
- Evaluate operational policies, standards and procedures
- Develop risk mitigation plans
- Evaluate effectiveness of risk mitigation plans
- Manage teams in the workplace
- Lead team or departmental projects
- Influence department heads to achieve desired results
- Drive different aspects of project management to achieve desired results
- Manage quality certifications, license renewals and audit reports

**Performance Expectations:** Perform in accordance with WSH Act

### Technical Skills and Competencies

<table>
<thead>
<tr>
<th>Cargo Security Control</th>
<th>Level 4</th>
<th>Digital Literacy</th>
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<td>Level 5</td>
<td>Interpersonal Skills</td>
<td>Advanced</td>
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<td>Level 4</td>
<td>Developing People</td>
<td>Advanced</td>
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<td>Level 5</td>
<td>Problem Solving</td>
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<td>Level 3</td>
<td>Resource Management</td>
<td>Advanced</td>
</tr>
<tr>
<td>Hazardous Materials Identification System (HMIS) Administration</td>
<td>Level 4</td>
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<td>Level 4</td>
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<tr>
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<td>Level 3</td>
<td></td>
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<td>Level 5</td>
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<td>Level 5</td>
<td></td>
<td></td>
</tr>
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<td>Level 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Warehouse Performance Measurement</td>
<td>Level 5</td>
<td></td>
<td></td>
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<td>Warehouse/Cargo-related Occupational Health and Safety Management</td>
<td>Level 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOB ROLES</td>
<td>PAGE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rigger/Signalman</td>
<td>36</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dispatch Operator/Transport Operator/Last Mile Delivery Driver/Container Driver</td>
<td>38</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lifting Supervisor</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic Coordinator/Dispatch Coordinator</td>
<td>42</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Engineer</td>
<td>44</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Supervisor</td>
<td>46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depot Supervisor/Traffic Supervisor/Dispatch Supervisor/Hub Operations Supervisor</td>
<td>48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic Controller/Transport Officer/Line Haul Operations Officer</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Project Engineer</td>
<td>52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Executive</td>
<td>54</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transport Assistant Manager/Transport Executive/Line Haul Operations Executive</td>
<td>56</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Manager</td>
<td>58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation Operations Manager</td>
<td>60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager</td>
<td>129</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Deputy General Manager  
(Transport and Yard Operations)  
Kevin Sandhu  
Yang Kee Logistics Pte Ltd

FORGING FORWARD TO THE FUTURE

Armed with a GCE-O Level certificate, Kevin Sandhu began his career as a traffic controller. His interest in the sector pushed him to take a Diploma in Integrated Logistics Management and subsequently an Honours Degree in Logistics. He now leads a team of about 80 people as Deputy General Manager of Transport and Yard Operations.

Kevin’s role is to drive revenue for the transport department. On top of overseeing operations, he hunts for new projects and prepares his teams to tender, receive and complete projects, as well as being a solution provider for customers. Looking back, everything in his career journey led him to where he is today.

“I went through different stages in the logistics industry – and had different exposure to different aspects of logistics – from documentation processes to operating a yard for projects. Back then, everything was more manual and traditionally operated, and I just had to make things happen,” Kevin recalls.

This attitude keeps him relevant despite changes in the sector, as the future of logistics requires the sector to leverage on technology. Kevin believes the supply chain is fragmented and traditional processes will be transformed in the near future. His employer, Yang Kee Logistics, will be building the “world’s first framed multi-storey automated container depot”.

Scheduled to be opened next year, the facility will create a “future depot management ecosystem” where productivity is expected to increase by six times. Prime mover drivers typically queue for up to two hours to collect and return empty containers at depots. With this depot, queuing time and time surveying containers will be significantly reduced.

Besides changes in technology, Kevin believes another challenge moving forward is attracting and retaining talents in logistics. He says the Skills Framework for Logistics will help him explain employment opportunities to his team. It will also serve as a guide for new entrants and career switchers to pursue relevant programmes and skills.

“Hopefully, this would attract talents that are a better fit and who are passionate about logistics. This in turn, helps in the retention of talents in the industry, who can continue to enhance and contribute to this sector positively, and secure Singapore as a logistics hub.”

Rigger/Signalman

JOB ROLE DESCRIPTION

The Rigger/Signalman is responsible for the set-up, maintenance and safe and efficient operations of the rigging equipment. He/she is responsible for communications and signalling with the transportation operations team to move cargo onto the transportation. He is also responsible for conducting quality checks on the rigging or mechanised equipment.

Systematic and mechanically inclined, he is required to use and operate rigging or lifting equipment and execute operations. He is expected to work in rotating shifts and under time pressure. He is also expected to work with internal stakeholders to accomplish his work.
SKILLS AND COMPETENCIES

<table>
<thead>
<tr>
<th>SKILLS AND COMPETENCIES</th>
<th>TECHNICAL SKILLS AND COMPETENCIES</th>
<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cold Chain Operations Administration</td>
<td>Level 1</td>
<td>Problem Solving</td>
</tr>
<tr>
<td>Cross Docking</td>
<td>Level 1</td>
<td>Communication</td>
</tr>
<tr>
<td>Dangerous Goods (DG) Management</td>
<td>Level 1</td>
<td>Teamwork</td>
</tr>
<tr>
<td>Environmental Protection Management</td>
<td>Level 2</td>
<td>Service Orientation</td>
</tr>
<tr>
<td>Equipment Maintenance</td>
<td>Level 1</td>
<td>Resource Management</td>
</tr>
<tr>
<td>Material Handling Equipment (MHE) Handling</td>
<td>Level 1</td>
<td></td>
</tr>
<tr>
<td>Process Improvement and Optimisation</td>
<td>Level 2</td>
<td></td>
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<tr>
<td>Warehousing/Cargo-related Occupational Health and Safety Management</td>
<td>Level 2</td>
<td></td>
</tr>
</tbody>
</table>

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS

- Perform Transportation Tasks
  - Operate light transportation vehicles
  - Operate heavy transportation vehicles
  - Operate cargo-lifting and rigging equipment
  - Operate lorry crane
  - Perform basic risk assessment
  - Perform delivery and pick-up operations
  - Operate technology or electronic tools and devices
  - Perform maintenance of transportation facilities, equipment, infrastructure and systems

- Perform Cargo and/or Material Handling and Delivery Tasks
  - Perform acceptance of cargo according to industry standards or sector requirements
  - Perform cargo or material-handling security procedures
  - Support the department in incident or crisis management initiatives
  - Apply methods and techniques to manage time and temperature-sensitive cargo
  - Apply methods and techniques to manage dangerous goods
  - Perform cargo consolidation activities
  - Perform cross docking operations and shipment consolidation
  - Perform transshipment and transloading operations

- Perform Safety and Health Tasks
  - Perform WSH activities to ensure personal compliance with requirements
  - Perform safety and health risk assessment
  - Report WSH incidents

- Perform Business Continuous Improvement Activities
  - Perform activities to improve quality of logistics services
  - Apply environmental protection procedures
  - Adhere to organisational procedures to reduce emissions, increase energy efficiency and reduce the organisation’s carbon footprint
  - Perform sustainability activities by using processes that are non-polluting, energy and resource-saving, economically-efficient and safe for workers, communities and consumers

JOB ROLE DESCRIPTION

The Dispatch Operator/Transport Operator/Last Mile Delivery Driver/Container Driver is responsible for the safe, efficient and on-time delivery and operation of heavy vehicles [Full Container Load (FCL)/Less than Container Load (LCL): Class 4; Conventional Transport (CVT): Class 4 and 5 (Prime movers, Cranes); Lorry/Light Load (LCL): Class 3] to load, move, and unload goods. He/she may also be required to support general transportation operations.

Systematic and mechanically inclined, he is required to operate heavy vehicles independently. He is expected to work in rotating shifts within a closed vehicle and under time pressure, and with internal and external stakeholders to accomplish his work.
## Lifting Supervisor

### JOB ROLE DESCRIPTION

The Lifting Supervisor is responsible for overseeing the set-up, maintenance and safe and efficient operations of the lifting equipment. He/She is responsible for coordinating and supervising all lifting activities in accordance with regulations and is required to be present during all lifting operations.

Systematic and mechanically inclined, he is required to use and operate rigging or lifting equipment and execute operations. He is expected to work in rotating shifts and under time pressure. He is also expected to work with internal stakeholders to accomplish his work.

### CRITICAL WORK FUNCTIONS AND KEY TASKS

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
</table>
| Perform Project Transportation Tasks | • Perform basic risk assessment  
• Perform operations within resources and cost allocation  
• Troubleshoot facilities, equipment, infrastructure and systems to determine malfunctions, damage and maintenance needs |
| Perform Technology Application Tasks | • Use cargo-lifting and rigging equipment  
• Operate technology or electronic tools and devices  
• Operate communications equipment and radio channels  
• Work with team members to support technology projects  
• Apply latest technology to improve operations in own work areas |
| Perform Cargo and/or Material Handling and Delivery Tasks | • Identify relevant cargo for transfer operations  
• Prepare cargo for transfer operations  
• Apply methods and techniques to manage dangerous goods  
• Apply methods and techniques to manage time and temperature-sensitive cargo  
• Support the department in incident or crisis management initiatives  
• Perform cargo or material handling security procedures  
• Inspect methods and techniques used for the safe rigging of cargo according to lifting plans  
• Conduct rigging and lifting activities |
| Perform Safety and Health Tasks | • Perform WSH activities to ensure personal compliance with requirements  
• Perform safety and health risk assessment  
• Report WSH incidents  
• Suggest WSH solutions to address localised shortcomings in existing processes  
• Determine areas of non-conformance with WSH standards |
| Perform Business Continuous Improvement Activities | • Perform activities to improve quality of logistics services  
• Apply environmental protection procedures  
• Perform sustainability activities by using processes that are non-polluting, energy and resource-saving, economically-efficient and safe for workers, communities and consumers  
• Adhere to organisational procedures to reduce emissions, increase energy efficiency and reduce the organisation’s carbon footprint |

### SKILLS AND COMPETENCIES

#### TECHNICAL SKILLS AND COMPETENCIES

<table>
<thead>
<tr>
<th>TASKS</th>
<th>LEVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cargo Receipt and Inspection</td>
<td>Level 2</td>
</tr>
<tr>
<td>Cold Chain Operations Administration</td>
<td>Level 1</td>
</tr>
<tr>
<td>Dangerous Goods (DG) Management</td>
<td>Level 1</td>
</tr>
<tr>
<td>Equipment Maintenance</td>
<td>Level 2</td>
</tr>
<tr>
<td>Risk Management and Administration</td>
<td>Level 1</td>
</tr>
<tr>
<td>Shipment Load Planning and Pallatisation/ Consolidation</td>
<td>Level 2</td>
</tr>
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<td>Time Sensitive Cargo Delivery Management</td>
<td>Level 1</td>
</tr>
<tr>
<td>Transportation Equipment Handling</td>
<td>Level 2</td>
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<tr>
<td>Warehousing/Cargo-related Occupational Health and Safety Management</td>
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#### GENERIC SKILLS AND COMPETENCIES (TOP 5)

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<tr>
<th>SKILLS</th>
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<tbody>
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<td>Communication</td>
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<tr>
<td>Teamwork</td>
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<tr>
<td>Service Orientation</td>
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<td>Digital Literacy</td>
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SKILLS AND COMPETENCIES

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<tr>
<td>Cross Docking</td>
<td>Level 1 Communication Basic</td>
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<tr>
<td>Dangerous Goods (DG) Management</td>
<td>Level 1 Teamwork Intermediate</td>
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<tr>
<td>Environmental Protection Management</td>
<td>Level 2 Service Orientation Basic</td>
</tr>
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<td>Equipment Maintenance</td>
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<td>Level 2</td>
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<td>Level 2</td>
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<tr>
<td>Warehousing/Cargo-related Occupational Health and Safety Management</td>
<td>Level 2</td>
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</tbody>
</table>

Lifting Supervisor

Traffic Coordinator/Dispatch Coordinator

JOB ROLE DESCRIPTION

The Traffic Coordinator/Dispatch Coordinator is responsible for supporting the execution of general transportation operations and activities including transport fleet management documentation, receiving and communicating schedules to transport operators and cargo loaders, and gathering general information from customers to support transport order fulfilments.

Systematic and logical, he/she is required to record documentation and ensure schedules are communicated and received. He is also expected to work in rotating shifts with high accuracy and precision, and to work with internal and external stakeholders to accomplish his work.

CRITICAL WORK FUNCTIONS AND KEY TASKS

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform Transportation Tasks</td>
<td>• Perform basic risk assessment</td>
</tr>
<tr>
<td></td>
<td>• Perform transport operations within resource and cost allocation</td>
</tr>
<tr>
<td></td>
<td>• Execute transportation operation schedules to ensure timelines are adhered to</td>
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<tr>
<td></td>
<td>• Coordinate resolution of facilities, equipment, infrastructure and systems breakdowns to minimise downtime</td>
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<tr>
<td></td>
<td>• Resolve customer relationship management conflicts</td>
</tr>
<tr>
<td>Perform Forklift Operator Material Handling and/or Delivery Tasks</td>
<td>• Deliver logistics services that meet customer requirements</td>
</tr>
<tr>
<td></td>
<td>• Monitor lapses in delivery of logistics services to customers</td>
</tr>
<tr>
<td>Perform Business Continuous Improvement Activities</td>
<td>• Support the department in incident or crisis management initiatives</td>
</tr>
<tr>
<td></td>
<td>• Perform cargo consolidation activities</td>
</tr>
<tr>
<td></td>
<td>• Apply advanced rating principles and state as well as operator variations</td>
</tr>
<tr>
<td></td>
<td>• Track cargo-handling schedules to ensure timelines are complied with</td>
</tr>
<tr>
<td>Perform Business Administration Tasks</td>
<td>• Perform documentation of business requirements</td>
</tr>
<tr>
<td></td>
<td>• Perform identification of business requirements</td>
</tr>
<tr>
<td></td>
<td>• Perform activities to improve quality of logistics services</td>
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<tr>
<td></td>
<td>• Apply environmental protection procedures</td>
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<td></td>
<td>• Adhere to organisational procedures to reduce emissions, increase energy efficiency and reduce the organisation’s carbon footprint</td>
</tr>
<tr>
<td>Perform Safety and Health Tasks</td>
<td>• Work with allocated resources to ensure alignment of interest within business activities</td>
</tr>
<tr>
<td></td>
<td>• Apply operational policies, standards and procedures</td>
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<tr>
<td></td>
<td>• Coordinate WSH activities to ensure personal compliance to requirements</td>
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<td></td>
<td>• Perform safety and health risk assessment</td>
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<td></td>
<td>• Analyse WSH reports to determine impact to work processes</td>
</tr>
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</table>
Traffic Coordinator/Dispatch Coordinator

**SKILLS AND COMPETENCIES**

<table>
<thead>
<tr>
<th>TECHNICAL SKILLS AND COMPETENCIES</th>
<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dangerous Goods (DG) Management Level 2</td>
<td>Communication Intermediate</td>
</tr>
<tr>
<td>Environmental Protection Management Level 2</td>
<td>Problem Solving Intermediate</td>
</tr>
<tr>
<td>Equipment Maintenance Level 3</td>
<td>Resource Management Basic</td>
</tr>
<tr>
<td>Process Improvement and Optimisation Level 2</td>
<td>Decision Making Basic</td>
</tr>
<tr>
<td>Risk Management and Administration Level 1</td>
<td>Service Orientation Intermediate</td>
</tr>
<tr>
<td>Transport Management System Administration Level 2</td>
<td></td>
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<tr>
<td>Transportation Equipment Handling Level 3</td>
<td></td>
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<tr>
<td>Transportation Hub/Control Centre Administration Level 2</td>
<td></td>
</tr>
<tr>
<td>Transportation Route AND Schedule Planning Level 2</td>
<td></td>
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<tr>
<td>Warehousing/Cargo-related Occupational Health and Safety Management Level 2</td>
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</table>

**Project Engineer**

**JOB ROLE DESCRIPTION**

The Project Engineer is responsible for the integration and installation of automation, rigging and lifting equipment and the management of contractors and/or vendors. He/she is also responsible for conducting the set-up of all project components.

Analytical and systematic, he is required to explore alternative solutions and analyse feasibility of plans. He is also expected to coordinate closely with internal and external stakeholders to implement new processes and technology to offer innovative solutions to customers.

**CRITICAL WORK FUNCTIONS AND KEY TASKS**

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
</table>
| Perform Programme Management Tasks | • Collaborate with stakeholders to integrate transportation operations within logistics operations  
• Estimate resources required for project activities accurately |
| Perform Business Continuous Improvement Activities | • Perform continuous improvement activities and execute performance improvement strategies  
• Analyse how different approaches may impact problem-solving outcomes  
• Assess situational factors such as organisation culture, tradition, management mindset et cetera that inhibit change  
• Analyse business requirements  
• Implement environmental protection policies and procedures  
• Apply environmental protection procedures |
| Perform Business Administration Tasks | • Work with allocated resources to ensure alignment of interest within business activities  
• Apply operational policies, standards and procedures  
• Perform basic risk assessment  
• Communicate requirements and activities to stakeholders |
| Perform Safety and Health Tasks | • Perform WSH activities to ensure personal compliance to requirements  
• Perform safety and health risk assessment  
• Suggest WSH solutions to address localised shortcomings in existing processes  
• Report WSH incidents  
• Determine areas of non-conformance to WSH standards |
| Perform Technology Application Tasks | • Gather information on the latest technological trends  
• Work with team members to support technology projects  
• Leverage on latest technology to support team operations improvement activities  
• Analyse level of technology usage and usage rate |

**SKILLS AND COMPETENCIES**

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</tr>
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<td></td>
</tr>
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Project Engineer

SKILLS AND COMPETENCIES

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<tbody>
<tr>
<td>Automation Design</td>
<td>Digital Literacy Intermediate</td>
</tr>
<tr>
<td>Autonomous Logistics Design and Application</td>
<td>Communication Intermediate</td>
</tr>
<tr>
<td>Engineering Installation Design</td>
<td>Sense Making Intermediate</td>
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<tr>
<td>Environmental Protection Management</td>
<td>Decision Making Intermediate</td>
</tr>
<tr>
<td>Logistics Solution Design Thinking</td>
<td>Managing Diversity Basic</td>
</tr>
<tr>
<td>Process Improvement and Optimisation</td>
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<td>Warehousing/Cargo-related Occupational Health and Safety Management</td>
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</tr>
</tbody>
</table>

Project Supervisor

JOB ROLE DESCRIPTION

The Project Supervisor is responsible for supervising the set-up, maintenance and safe and efficient operations of equipment used for moving cargo onto the transportation. He/she is also responsible for overseeing checks on the rigging or mechanised equipment.

Analytical and systematic, he is required to supervise rigging and lifting operations, be observant and perform quality checks for the operation. He is also expected to work in rotating shifts and supervise a few teams. He is also expected to work with internal and external stakeholders to accomplish his work.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Project Transportation Tasks
- Identify risk factors that impact efficiency and safety of transport execution
- Perform transport operations within resources and cost allocation
- Coordinate resolution of facilities, equipment, infrastructure and systems breakdowns to minimise downtime

Perform Technology Application Tasks
- Oversee operation of cargo-lifting and rigging equipment
- Facilitate the use of technology or electronic tools and devices
- Work with team members to support technology projects
- Apply latest technology to improve operations in own work areas
- Leverage on latest technology to support team operations improvement activities

Perform Cargo and/or Material Handling and Delivery Tasks
- Monitor cargo consolidation activities
- Handle cargo acceptance documentation and customs clearance processing according to Incoterms, IATA or FIATA standards
- Perform incident or crisis management initiatives
- Inspect methods and techniques used to manage time and temperature-sensitive cargo
- Perform cross docking operations and shipment consolidation
- Inspect methods and techniques used to manage dangerous goods

Perform Safety and Health Tasks
- Coordinate WSH activities to ensure personal compliance to requirements
- Perform safety and health risk assessment
- Suggest WSH solutions to address localised shortcomings in existing processes
- Report WSH incidents
- Determine areas of non-conformance to WSH standards

Perform Business Continuous Improvement Activities
- Perform activities to improve quality of logistics services
- Facilitate the adherence to quality procedures
- Apply environmental protection procedures
- Adhere to organisational procedures to reduce emissions, increase energy efficiency and reduce the organisation’s carbon footprint
- Perform sustainability activities by using processes that are non-polluting, energy and resource-saving, economically-efficient and safe for workers, communities and consumers
### TECHNICAL SKILLS AND COMPETENCIES

| Cargo Receipt and Inspection | Level 2 | Digital Literacy | Intermediate |
| Cargo Security Control | Level 3 | Communication | Intermediate |
| Cold Chain Operations Administration | Level 3 | Leadership | Basic |
| Cross Docking | Level 2 | Sense Making | Intermediate |
| Dangerous Goods (DG) Management | Level 2 | Decision Making | Intermediate |
| Environmental Protection Management | Level 3 | | |
| Equipment Maintenance | Level 2 | | |
| Import and Export Documentation Administration | Level 1 | | |
| Livestock Cargo Administration | Level 3 | | |
| Material Handling Equipment (MHE) Handling | Level 2 | | |
| Process Improvement and Optimisation | Level 2 | | |
| Risk Management and Administration | Level 2 | | |
| Technology Application | Level 2 | | |
| Time Sensitive Cargo Delivery Management | Level 3 | | |
| Transportation Equipment Handling | Level 2 | | |
| Warehousing/Cargo-related Occupational Health and Safety Management | Level 3 | | |

### GENERIC SKILLS AND COMPETENCIES (TOP 5)

- Cargo Receipt and Inspection Level 2
- Digital Literacy Intermediate
- Cargo Security Control Level 3
- Communication Intermediate
- Cold Chain Operations Administration Level 3
- Leadership Basic
- Cross Docking Level 2
- Sense Making Intermediate
- Dangerous Goods (DG) Management Level 2
- Decision Making Intermediate
- Environmental Protection Management Level 3
- Equipment Maintenance Level 2
- Import and Export Documentation Administration Level 1
- Livestock Cargo Administration Level 3
- Material Handling Equipment (MHE) Handling Level 2
- Process Improvement and Optimisation Level 2
- Risk Management and Administration Level 2
- Technology Application Level 2
- Time Sensitive Cargo Delivery Management Level 3
- Transportation Equipment Handling Level 2
- Warehousing/Cargo-related Occupational Health and Safety Management Level 3

### Depot Supervisor/Traffic Supervisor/Dispatch Supervisor/Hub Operations Supervisor

#### JOB ROLE DESCRIPTION

The Depot Supervisor/Traffic Supervisor/Dispatch Supervisor/Hub Operations Supervisor is responsible for supervising general transport operations and activities including planning and scheduling manpower and transportation resources and executing of transportation operations. He/she is also responsible for preparing and documenting transportation operations reports.

Systematic and logical, he is required to supervise transport operations and execute operations. He is also expected to work in rotating shifts, supervise a transport operations team and work with internal and external stakeholders to accomplish his work.

#### CRITICAL WORK FUNCTIONS AND KEY TASKS

**Perform Transportation Tasks**
- Identify risk factors that impact efficiency and safety of transport execution
- Evaluate day-to-day transport operations cost parameters to determine resource requirements
- Track transportation operation schedules to ensure timelines are adhered to
- Develop transportation operation schedules that consider timelines and resource factors
- Coordinate vehicle fleet management plans, including activation of contingency plans
- Plan delivery and pick-up transportation operations
- Develop proactive resolution plans for facilities, equipment, infrastructure and systems breakdown to minimise downtime
- Lead resolution of customer relationship management conflicts

**Perform Cargo and/or Material Handling and Delivery Tasks**
- Manage cargo documentation process according to industry standards or sector requirements
- Perform incident or crisis management initiatives
- Track cargo-handling schedules to ensure timelines are complied with
- Develop cargo-handling schedules that consider timelines and resource factors

**Perform Business Continuous Improvement Activities**
- Plan continuous improvement activities and performance improvement strategies
- Assess situational factors that promote and inhibit change
- Analyse business requirements
- Evaluate identification of business requirements
- Facilitate adherence to quality procedures
- Implement environmental protection policies and procedures
- Facilitate sustainability activities by using processes that are non-polluting, energy and resource-saving, economically-efficient and safe for workers, communities and consumers
CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Safety and Health Tasks
• Manage WSH activities to ensure team compliance to requirements
• Develop programmes that enhance WSH standards and practices
• Suggest WSH solutions to address localised shortcomings in existing processes
• Develop action plans based on best solutions identified during WSH solutioning discussions

Perform Business Administration Tasks
• Optimise use of allocated resources within business activities
• Apply operational policies, standards and procedures
• Supervise teams at work

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES
Business Continuity Management Level 3
Cargo Receipt and Inspection Level 3
Cargo Security Control Level 3
Cargo Tracking System Administration Level 3
Dangerous Goods (DG) Management Level 3
Environmental Protection Management Level 3
Equipment Maintenance Level 3
Import and Export Documentation Administration Level 3
Material Management (Planning, Sourcing, Use, Disposal) Level 3
Risk Management and Administration Level 2
Stakeholder Management Level 3
Technology Application Level 2
Transport Management System Administration Level 3
Transportation Hub/Control Centre Administration Level 3
Transportation Route AND Schedule Planning Level 3
Warehousing/Cargo-related Occupational Health and Safety Management Level 3

GENERIC SKILLS AND COMPETENCIES (TOP 5)
Resource Management Intermediate
Communication Intermediate
Decision Making Intermediate
Problem Solving Intermediate
Leadership Basic

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Transportation Tasks
• Identify risk factors that impact efficiency and safety of transport execution
• Compute effectiveness of transport plans using established benchmarks and parameters
• Interpret data sets to make sense of data implications in transport operations management
• Develop transportation operation schedules that consider timelines and resource factors
• Develop vehicle fleet management plans, including activation of contingency plans
• Collaborate with stakeholders to integrate transportation operations within logistics operations
• Plan delivery and pick-up transportation operations

Perform Cargo and/or Material Handling and Delivery Tasks
• Select and deploy material-handling systems
• Perform incident or crisis management initiatives
• Plan cargo or material handling security procedures
• Plan effective incident or crisis management initiatives
• Facilitate cargo consolidation activities
• Develop cargo-handling schedules that consider timelines and resource factors

Perform Business Continuous Improvement Activities
• Plan continuous improvement activities and performance improvement strategies
• Analyse how different approaches may impact the problem-solving outcomes
• Assess situational factors such as organisation culture, tradition, management mind-set et cetera; that inhibit changes
• Analyse business requirements
• Evaluate identification of business requirements
• Develop activities to improve quality of logistics services
• Implement advanced environmental protection policies and procedures

JOB ROLE DESCRIPTION

The Traffic Controller/Transport Officer/Line Haul Operations Officer is responsible for planning and implementing transportation processes, operations and technology. He/she is also responsible for developing plans to monitor transportation resources utilisation levels and reviewing efficiency of transportation operations.

Analytical and systematic, he is required to explore solutions and analyse feasibility of plans. He is also expected to work closely with internal and external stakeholders to implement processes and technology.

CRITICAL WORK FUNCTIONS

Perform Transportation Tasks
• Identify risk factors that impact efficiency and safety of transport execution
• Compute effectiveness of transport plans using established benchmarks and parameters
• Interpret data sets to make sense of data implications in transport operations management
• Develop transportation operation schedules that consider timelines and resource factors
• Develop vehicle fleet management plans, including activation of contingency plans
• Collaborate with stakeholders to integrate transportation operations within logistics operations
• Plan delivery and pick-up transportation operations

Perform Cargo and/or Material Handling and Delivery Tasks
• Select and deploy material-handling systems
• Perform incident or crisis management initiatives
• Plan cargo or material handling security procedures
• Plan effective incident or crisis management initiatives
• Facilitate cargo consolidation activities
• Develop cargo-handling schedules that consider timelines and resource factors

Perform Business Continuous Improvement Activities
• Plan continuous improvement activities and performance improvement strategies
• Analyse how different approaches may impact the problem-solving outcomes
• Assess situational factors such as organisation culture, tradition, management mind-set et cetera; that inhibit changes
• Analyse business requirements
• Evaluate identification of business requirements
• Develop activities to improve quality of logistics services
• Implement advanced environmental protection policies and procedures
Senior Project Engineer

JOB ROLE DESCRIPTION

The Senior Project Engineer is responsible for the advanced planning, designing, integration and installation of automation, rigging and lifting equipment, which includes the management of contractors and/or vendors. He/she is also responsible for supervising and assessing the set-up of all project components.

Analytical and precise, he is required to explore alternative solutions and analyse feasibility of plans. He is expected to work independently and coordinate closely with internal and external stakeholders to implement new processes and technology, in order to offer innovative solutions to customers.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Programme Management Tasks
• Lead delivery of key outcome within team or departmental projects
• Develop integrated project plan that includes scope and resources required

Perform Business Continuous Improvement Activities
• Formulate business process solutions to innovate current business processes
• Review better ways to approach problems through synthesising and reorganising the problem information
• Analyse risks associated with different approaches of process changes
• Develop work products aligned to business requirements throughout the project lifecycle
• Implement advanced environmental protection policies and procedures
• Formulate environmental protection policies and procedures

Perform Business Administration Tasks
• Optimise use of allocated resources within business activities
• Apply operational policies, standards and procedures
• Evaluate risk factors that impact efficiency
• Develop risk mitigation plans
• Manage stakeholders to monitor completion of requirements and activities

Perform Safety and Health Tasks
• Coordinate WSH activities to ensure personal compliance to requirements
• Analyse WSH risk assessment reports to determine hazards
• Analyse WSH reports to determine impact to work processes
• Lead WSH solutioning discussions around suggestions to improve existing processes
• Address areas of non-conformance to WSH standards through corrective actions
• Participate in WSH investigation reports

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Technology Application Tasks
• Evaluate latest technology trends for application to logistics business
• Coordinate team members to support technology projects
• Apply latest technology to improve operations in own work areas
• Leverage on latest technology to support team operations improvement activities
• Review areas of logistics operations where use of electronic data interchange (EDI) procedures can improve ease of information exchange
• Facilitate the use of technology or electronic tools and devices
• Analyse level of technology usage and usage rate
• Conduct learning activities on technology or electronic tools and devices

Perform Business Administration Tasks
• Communicate requirements and activities to stakeholders
• Optimise use of allocated resources within business activities
• Apply operational policies, standards and procedures
• Supervise teams at work

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES
- Business Continuity Management Level 3
- Cargo Security Control Level 3
- Cargo Tracking System Administration Level 3
- Dangerous Goods (DG) Management Level 3
- Environmental Protection Management Level 3
- Export and Import Documentation Administration Level 3
- Logistics Process Quality Management Level 3
- Logistics Solution Design Thinking Level 3
- Material Management (Planning, Sourcing, Use, Disposal) Level 3
- Process Improvement and Optimisation Level 3
- Risk Management and Administration Level 2
- Shipment Load Planning and Palletisation/ Consolidation Level 3
- Stakeholder Management Level 3
- Technology Application Level 3
- Transport Management System Administration Level 3
- Transportation Hub/Control Centre Administration Level 3

GENERIC SKILLS AND COMPETENCIES (TOP 5)
- Business Continuity Management Level 3
- Problem Solving Intermediate
- Cargo Security Control Level 3
- Communication Intermediate
- Cargo Tracking System Administration Level 3
- Leadership Basic
- Dangerous Goods (DG) Management Level 3
- Managing Diversity Basic
- Environmental Protection Management Level 3
- Resource Management Intermediate
- Export and Import Documentation Administration Level 3
- Logistics Process Quality Management Level 3
- Logistics Solution Design Thinking Level 3
- Material Management (Planning, Sourcing, Use, Disposal) Level 3
- Process Improvement and Optimisation Level 3
- Risk Management and Administration Level 2
- Shipment Load Planning and Palletisation/ Consolidation Level 3
- Stakeholder Management Level 3
- Technology Application Level 3
- Transport Management System Administration Level 3
- Transportation Hub/Control Centre Administration Level 3

Traffic Controller/Transport Officer/ Line Haul Operations Officer

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Programme Management Tasks
• Lead delivery of key outcome within team or departmental projects
• Develop integrated project plan that includes scope and resources required

Perform Business Continuous Improvement Activities
• Formulate business process solutions to innovate current business processes
• Review better ways to approach problems through synthesising and reorganising the problem information
• Analyse risks associated with different approaches of process changes
• Develop work products aligned to business requirements throughout the project lifecycle
• Implement advanced environmental protection policies and procedures
• Formulate environmental protection policies and procedures

Perform Business Administration Tasks
• Optimise use of allocated resources within business activities
• Apply operational policies, standards and procedures
• Evaluate risk factors that impact efficiency
• Develop risk mitigation plans
• Manage stakeholders to monitor completion of requirements and activities

Perform Safety and Health Tasks
• Coordinate WSH activities to ensure personal compliance to requirements
• Analyse WSH risk assessment reports to determine hazards
• Analyse WSH reports to determine impact to work processes
• Lead WSH solutioning discussions around suggestions to improve existing processes
• Address areas of non-conformance to WSH standards through corrective actions
• Participate in WSH investigation reports

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES
- Cargo Security Control Level 3
- Cargo Tracking System Administration Level 3
- Dangerous Goods (DG) Management Level 3
- Environmental Protection Management Level 3
- Export and Import Documentation Administration Level 3
- Logistics Process Quality Management Level 3
- Logistics Solution Design Thinking Level 3
- Material Management (Planning, Sourcing, Use, Disposal) Level 3
- Process Improvement and Optimisation Level 3
- Risk Management and Administration Level 2
- Shipment Load Planning and Palletisation/ Consolidation Level 3
- Stakeholder Management Level 3
- Technology Application Level 3
- Transport Management System Administration Level 3
- Transportation Hub/Control Centre Administration Level 3

GENERIC SKILLS AND COMPETENCIES (TOP 5)
- Business Continuity Management Level 3
- Cargo Security Control Level 3
- Cargo Tracking System Administration Level 3
- Dangerous Goods (DG) Management Level 3
- Environmental Protection Management Level 3
- Export and Import Documentation Administration Level 3
- Logistics Process Quality Management Level 3
- Logistics Solution Design Thinking Level 3
- Material Management (Planning, Sourcing, Use, Disposal) Level 3
- Process Improvement and Optimisation Level 3
- Risk Management and Administration Level 2
- Shipment Load Planning and Palletisation/ Consolidation Level 3
- Stakeholder Management Level 3
- Technology Application Level 3
- Transport Management System Administration Level 3
- Transportation Hub/Control Centre Administration Level 3
Project Executive

JOB ROLE DESCRIPTION

The Project Executive is responsible for gathering requirements from internal and external stakeholders, planning and implementing project logistics for storage and transport of complex and/or heavy cargo. He/she is also responsible for managing contractors and vendors, ensuring the project lifecycle is followed through and performed in accordance to project requirements.

Analytical and systematic, he is required to explore alternative solutions and analyse feasibility of plans. He is also expected to coordinate closely with internal and external stakeholders to implement new processes and technology to offer innovative solutions to customers.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Programme Management Tasks
- Perform administrative support for project management processes
- Estimate resources required for project activities
- Revise different aspects of project management based on priorities and needs
- Develop integrated project plans that include scope and resources required

Perform Business Continuous Improvement Activities
- Analyse how different approaches may impact the problem-solving outcomes
- Assess situational factors that promote and inhibit change
- Analyse business or contract requirements
- Define system scope and objectives aligned to business or contract requirements
- Plan continuous improvement activities and performance improvement strategies
- Analyse business process improvements through workflow analysis methods to support system development throughout project lifecycle
- Adhere to organisational procedures to reduce emissions, increase energy efficiency and reduce the organisation’s carbon footprint

Perform Business Administration Tasks
- Apply operational policies, standards and procedures
- Work with allocated resources to ensure alignment of interest within business activities
- Develop measures to improve vendor management capability in the organisation
- Communicate requirements and activities to stakeholders
- Evaluate risk factors that impact efficiency
- Develop risk mitigation plans

Senior Project Engineer

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Technology Application Tasks
- Review latest technological trends for application to logistics business
- Plan key activities and milestones in technology projects
- Facilitate interactions between internal and external partners to design technology projects
- Facilitate interactions between internal and external partners to implement technology projects
- Develop technology solutions and automations to improve processes
- Integrate technology solutions and automations to replace inefficient processes
- Conduct learning activities on technology or electronic tools and devices
- Develop learning activities, including learning materials on technology or electronic tools and devices

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Automation Design Level 4
Autonomous Logistics Design and Application Level 4
Change Management Level 4
Engineering Installation Design Level 4
Environmental Protection Management Level 4
Process Improvement and Optimisation Level 4
Risk Management and Administration Level 3
Technology Application Level 3
Warehousing/Cargo-related Occupational Health and Safety Management Level 4

GENERIC SKILLS AND COMPETENCIES (TOP 5)

Automation Design Level 4 Digital Literacy Intermediate
Autonomous Logistics Design and Application Level 4 Communication Intermediate
Change Management Level 4 Leadership Basic
Engineering Installation Design Level 4 Sense Making Intermediate
Environmental Protection Management Level 4 Decision Making Intermediate
Process Improvement and Optimisation Level 4
Risk Management and Administration Level 3
Technology Application Level 3
Warehousing/Cargo-related Occupational Health and Safety Management Level 4
Transport Assistant Manager/Transport Executive/Line Haul Operations Executive

**JOB ROLE DESCRIPTION**

The Transport Assistant Manager/Transport Executive/Line Haul Operations Executive is responsible for planning and implementing complex transportation processes, operations and technology. He/she is also responsible for developing plans to monitor transportation resources utilisation levels and reviewing efficiency of transportation operations.

Analytical and systematic, he is required to explore solutions and analyse feasibility of plans. He is also expected to supervise a transport operations team, and work with internal and external stakeholders to implement processes and technology.

**CRITICAL WORK FUNCTIONS AND KEY TASKS**

**Perform Transportation Tasks**
- Develop transport risk management plans to improve process of transport execution
- Apply statistical analysis principles and techniques to analyse transport operations parameters
- Manage resources to ensure transportation operation schedules are met
- Lead development of effective vehicle fleet management plans
- Review transportation solutions for improvements and/or closing gaps
- Optimise resource and cost management based on market practices and business environment
- Review application of integrated logistics solutions and business management principles to improve overall transport plan
- Manage delivery and pick-up transportation operations

**Perform Cargo and/or Material Handling and Delivery Tasks**
- Formulate incident or crisis management plans to ensure gaps are mitigated
- Develop methods and techniques to manage time and temperature-sensitive cargo
- Develop cargo consolidation solutions to optimise space, cost and efficiency
- Manage resources to ensure cargo-handling schedules are met
- Review methods and techniques to better manage dangerous goods and hazardous materials

**Perform Business Continuous Improvement Activities**
- Formulate business process solutions to innovate current business processes
- Formulate solutions for situational factors such as organisation culture, tradition, management mind-set et cetera, that inhibit changes
- Analyse risks associated with different approaches of process changes
- Develop work products aligned with business requirements throughout the project lifecycle
- Develop measures using quality management knowledge to enhance quality standards
- Formulate environmental protection policies and procedures
Transport Assistant Manager/Transport Executive/Line Haul Operations Executive

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS

Perform Technology Application Tasks
- Determine key messages to communicate to internal stakeholders for application of latest technology trends
- Plan key activities and milestones in technology projects
- Facilitate interactions between internal and external partners to design technology projects
- Facilitate interactions between internal and external partners to implement technology projects
- Evaluate alternative forms of proxy to electronic data interchange (EDI) procedures
- Develop learning activities, including learning materials on technology or electronic tools and devices
- Leverage on data analytics to build insights on technology usage

Perform Business Administration Tasks
- Review allocation of resources across different business activities
- Evaluate operational policies, standards and procedures
- Lead teams in the workplace

SKILLS AND COMPETENCIES

Business Continuity Management Level 3
Business Negotiation Level 4
Cargo Security Control Level 3
Contract/Vendor Management Level 3
Customer Management Level 4
Dangerous Goods [DG] Management Level 4
Livestock Cargo Administration Level 4
Pricing for Transportation Services and Operations Level 3
Process Improvement and Optimisation Level 3
Risk Management and Administration Level 3
Shipment Load Planning and Palletisation/Consolidation Level 4
Stakeholder Management Level 4
Supply Chain Solutioning/Modelling/Strategising Level 3
Time Sensitive Cargo Delivery Management Level 4
Transport Management System Administration Level 4
Transportation Hub/Centre Administration Level 4
Transportation Route AND Schedule Planning Level 4

Project Manager

JOB ROLE DESCRIPTION

The Project Manager is responsible for managing and reviewing operational policies, standards and procedures related to project logistics, including but not limited to the integration and installation of automations, rigging and lifting technology. He/she is also responsible for managing relationships with logistics operations managers and project logistics resources including manpower, internal assets and external vendors.

Resourceful and analytical, he is required to manage resources and obtain buy-in among internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS

Drive Programme Management Activities
- Develop strategic project plans to align projects with business strategies
- Review projects to meet cost and benefit targets of programmes
- Evaluate programmes to influence bottom line of organisation
- Evaluate project activities in accordance to analysis and investment valuation concepts
- Influence department heads to achieve desired results
- Influence the organisational programme management culture with analysis and investment valuation concepts

Drive Business Continuous Improvement
- Review business processes improvement solutions to determine effectiveness
- Engage senior management for buy-in to implement solutions identified
- Review better ways to approach problems through synthesising and reorganising the problem information
- Assess situational factors such as organisation culture, tradition, management mind-set et cetera, that inhibit changes
- Motivate colleagues at organisational level to develop innovative solutions for driving changes
- Build a culture of business process improvements that extend beyond project lifecycle
- Develop operations performance pledge using quality management knowledge
- Recommend environmental protection policies and procedures

CRITICAL WORK FUNCTIONS

Drive Business Administration Operations
- Influence stakeholders’ perspectives of requirements and activities
- Develop measures to improve vendor management capability in the organisation
- Review allocation of resources across different business activities
- Align resources management (manpower and asset) strategies with business strategies across different business activities
- Evaluate operational policies, standards and procedures
- Evaluate effectiveness of risk mitigation plans
- Manage teams in the workplace

SKILLS AND COMPETENCIES

Business Continuity Management Level 3
Business Negotiation Level 4
Cargo Security Control Level 3
Contract/Vendor Management Level 3
Customer Management Level 4
Dangerous Goods [DG] Management Level 4
Livestock Cargo Administration Level 4
Pricing for Transportation Services and Operations Level 3
Process Improvement and Optimisation Level 3
Risk Management and Administration Level 3
Shipment Load Planning and Palletisation/Consolidation Level 4
Stakeholder Management Level 4
Supply Chain Solutioning/Modelling/Strategising Level 3
Time Sensitive Cargo Delivery Management Level 4
Transport Management System Administration Level 4
Transportation Hub/Centre Administration Level 4
Transportation Route AND Schedule Planning Level 4

* Transport Assistant Manager/Transport Executive/Line Haul Operations Executive
CRITICAL WORK FUNCTIONS AND KEY TASKS

**Drive Transportation Operations**
- Review effectiveness of risk management plans and resources for transport execution
- Identify strategic priorities of each specific transport link in development of plans
- Anticipate emerging transport operations parameters to determine future resource requirements
- Communicate key messages resulting from transport operations data analysis to key stakeholders
- Communicate importance of achieving transportation operation timeframe outcomes with efficient use of resources
- Formulate vehicle fleet management strategies across different plans
- Develop the strategic positioning of transportation operation processes within warehousing or freight forwarding operations

**Drive Cargo/Material Handling and Delivery Operations**
- Review incident or crisis management plans to mitigate gaps
- Review cargo consolidation plans to identify savings in space, cost and efficiency
- Communicate importance of achieving cargo-handling timeframe outcomes with efficient use of resources
- Formulate vehicle fleet management strategies across different plans
- Develop the strategic positioning of transportation operation processes within warehousing or freight forwarding operations

**Drive Safety and Health Operations**
- Manage WSH activities to ensure department’s compliance with requirements
- Drive WSH activities to ensure department’s compliance with requirements
- Drive behavioural change at organisational level to address non-conformance with WSH standards
- Generate WSH investigation reports

**Drive Technology Application Activities**
- Determine key messages to communicate to internal stakeholders for application of latest technology trends
- Drive organisational discussion on adoption of the latest technology innovations
- Drive the successful completion of technology projects
- Propose areas in logistics operations where technology can enhance processes
- Review impact of implementing technology enablers on organisational operations
- Review impact of the use of technology or electronic tools and devices on organisational performance

**CRITICAL WORK FUNCTIONS AND KEY TASKS**

**Drive Safety and Health Operations**
- Manage WSH activities to ensure department’s compliance with requirements
- Drive WSH activities to ensure department’s compliance with requirements
- Drive behavioural change at organisational level to address non-conformance with WSH standards
- Generate WSH investigation reports

**Drive Technology Application Activities**
- Determine key messages to communicate to internal stakeholders for application of latest technology trends
- Drive organisational discussion on adoption of the latest technology innovations
- Drive the successful completion of technology projects
- Propose areas in logistics operations where technology can enhance processes
- Review impact of implementing technology enablers on organisational operations
- Review impact of the use of technology or electronic tools and devices on organisational performance

**SKILLS AND COMPETENCIES**

**TECHNICAL SKILLS AND COMPETENCIES**
- Automation Design: Level 5
- Autonomous Logistics Design and Application: Level 5
- Business Continuity Management: Level 4
- Change Management: Level 5
- Contract Preparation, Evaluation, Negotiation and Tendering: Level 4
- Environmental Protection Management: Level 5
- Financial Management: Level 4
- Innovation Management: Level 4
- Logistics Solution Product/Project Management: Level 5
- Process Improvement and Optimisation: Level 5
- Public-Private-Individual Partnership Collaboration: Level 4
- Risk Management and Administration: Level 3
- Stakeholder Management: Level 5
- Strategy Planning: Level 4
- Supply Chain Solutioning/Modelling/Planning/Strategising: Level 4
- Technology Application: Level 4
- Technology Infrastructure Management and Integration: Level 4
- Warehousing/Cargo-related Occupational Health and Safety Management: Level 5

**GENERIC SKILLS AND COMPETENCIES (TOP 5)**
- Resource Management: Advanced
- Communication: Advanced
- Leadership: Advanced
- Managing Diversity: Advanced
- Problem Solving: Advanced

**SKILLS AND COMPETENCIES**

**JOB ROLE DESCRIPTION**

The Transportation Operations Manager is responsible for managing and reviewing transportation operational policies, standards and procedures in accordance to transportation business and customers’ needs, including the implementation of transportation solutions. He/She is also responsible for managing transport business resources, including manpower, internal assets and external vendors.

Resourceful and analytical, he is required to manage resources and be persuasive to obtain buy-in from internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

**Project Manager**

**Transportation Operations Manager**
Transportation Operations Manager

**CRITICAL WORK FUNCTIONS AND KEY TASKS**

**Drive Technology Application Activities**
- Drive organisational discussion on adoption of the latest technology innovations
- Drive the successful completion of technology projects
- Review areas in logistics operations where technology can enhance processes
- Review impact of implementing technology enablers on organisational operations
- Review impact of the use of technology or electronic tools and devices on organisational performance

**Drive Business Administration Operations**
- Influence stakeholders’ perspectives on requirements and activities
- Align resources management (manpower and asset) strategies with business strategies across different business activities
- Evaluate operational policies, standards and procedures
- Evaluate effectiveness of risk mitigation plans
- Manage teams in the workplace

**TECHNICAL SKILLS AND COMPETENCIES**

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<thead>
<tr>
<th>Business Continuity Management</th>
<th>Level 4</th>
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<tbody>
<tr>
<td>Business Negotiation</td>
<td>Level 5</td>
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<tr>
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<td>Level 4</td>
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<tr>
<td>Change Management</td>
<td>Level 5</td>
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<tr>
<td>Cold Chain Operations Admin</td>
<td>Level 5</td>
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<td>Level 5</td>
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**Generic Skills and Competencies (Top 5)**

<table>
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<th>Resource Management</th>
<th>Advanced</th>
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<tbody>
<tr>
<td>Decision Making</td>
<td>Advanced</td>
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<tr>
<td>Communication</td>
<td>Advanced</td>
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<tr>
<td>Problem Solving</td>
<td>Advanced</td>
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**SKILLS AND COMPETENCIES**

**CRITICAL WORK FUNCTIONS**

**Incoming Quality Coordinator/Tally Assistant**

**Import Export Administrative Assistant/Shipping Assistant**

**Permit Coordinator/Shipping Coordinator/Custom Clearance Coordinator**

**Freight Inspector/Incoming Quality Inspector**

**Brokerage Supervisor/Freight Supervisor**

**Freight Officer**

**Shipping Specialist/Import Export Specialist/Freight Executive**

**Import Export Manager/Freight Allocation Manager/Freight Shipping Manager/Freight Documentation Manager/Freight Pricing Manager**

**Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager**

**JOB ROLES PAGE**

<table>
<thead>
<tr>
<th>Freight Forwarding and Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incoming Quality Coordinator/Tally Assistant</td>
</tr>
<tr>
<td>Import Export Administrative Assistant/Shipping Assistant</td>
</tr>
<tr>
<td>Permit Coordinator/Shipping Coordinator/Custom Clearance Coordinator</td>
</tr>
<tr>
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</tr>
<tr>
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</tr>
<tr>
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</tr>
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</tr>
<tr>
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</tr>
<tr>
<td>Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager</td>
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</tbody>
</table>
Incoming Quality Coordinator/Tally Assistant

JOB ROLE DESCRIPTION

The Incoming Quality Coordinator/Tally Assistant is responsible for reviewing cargo and goods with reference to freight forwarding documents and documenting differences in specifications which include quantity and quality between consigned and received.

Systematic and observant, he/she is also responsible for the checks and quality-control of goods, including rejection of goods that do not meet the required specifications. He is also expected to work with internal and external stakeholders to accomplish his work.

CRITICAL WORK FUNCTIONS AND KEY TASKS

- **Perform Freight Quality Inspection**
  - Inspect cargo acceptance documentation and handle customs clearance processing according to industry standards or sector requirements
  - Inspect performance of incident or crisis management initiatives
  - Inspect materials received to ensure that they conform with standards
  - Assist with incoming materials downgrade and rejection assessment of materials

- **Perform Safety and Health Tasks**
  - Perform WSH activities to ensure personal compliance with requirements
  - Perform safety and health risk assessments

- **Perform Compliance Tasks**
  - Perform standard and established compliance-related administrative activities
  - Perform checks in accordance to internal standard operating procedures (SOP), government regulatory requirements and legislations to identify non-compliance
  - Perform products and process audits in accordance to internal audit requirements

- **Perform Business Administration Tasks**
  - Work with allocated resources to ensure alignment of interest within business activities
  - Follow operational policies, standards and procedures
  - Perform basic risk assessment

- **Perform Compliance Tasks**
  - Perform standard and established compliance-related administrative activities
  - Perform checks in accordance to internal standard operating procedures (SOP), government regulatory requirements and legislations to identify non-compliance
  - Perform products and process audits in accordance to internal audit requirements

SKILLS AND COMPETENCIES

**TECHNICAL SKILLS AND COMPETENCIES**

- Cargo Issuance and Dispatch Level 3: Problem Solving Basic
- Cargo Receipt and Inspection Level 3: Sense Making Basic
- Import and Export Documentation Administration Level 3: Decision Making Basic
- International Trade Legislation Compliance Level 2: Service Orientation Basic
- Logistics Process Quality Management Level 3: Digital Literacy Basic
- Risk Management Administration Level 1
- Warehouse/Cargo-related Occupational Health and Safety Management Level 2

**GENERIC SKILLS AND COMPETENCIES (TOP 5)**

- Cargo Issuance and Dispatch Level 3: Problem Solving Basic
- Cargo Receipt and Inspection Level 3: Sense Making Basic
- Import and Export Documentation Administration Level 3: Decision Making Basic
- International Trade Legislation Compliance Level 2: Service Orientation Basic
- Logistics Process Quality Management Level 3: Digital Literacy Basic

Deputy General Manager, Head of Operations

Angie Tan
Alliance 21 Pte Ltd

**OVERCOMING CHALLENGES WITH VIGOUR**

It’s a common perception that logistics is a male dominated industry. Just ask Angie Tan, Head of Operations at Alliance 21. Women like Angie have made significant contributions to the industry over the years and have played a key role in Singapore’s position as a leading logistics hub.

The stability and good advancement opportunities associated with a career in logistics inspired her to join the sector. Today, she supervises and oversees an entire team that provides logistics services to customers. Every day is different with new and exciting challenges, especially when handling special cargo and time-critical shipments.

When asked about her skills, she says, “I am able to understand business flows, and the needs of our customers and their operations. This allows me to improve our processes, and also our productivity and efficiency, so as to provide quality service to our customers.”

Driven by her passion for making things better and finding creative solutions for problems, her motivations, coupled with Alliance 21’s strong support for skills upgrading, Angie sees a transformative future for her and her company. This is especially important in the changing logistics landscape.

“Digital disruption can have a massive impact on the logistics sector. We have already seen examples of drones making deliveries and the commercialisation of 3D printing threatening the traditional freight forwarding business. The rise of e-commerce has also disrupted traditional supply chains.”

These challenges are rapid yet exciting, Angie believes. It provides opportunities for people to step up and play a transformative role in the logistics sector.

With the Skills Framework for Logistics, there is a clear pathway in terms of career advancement through skills upgrading for our workforce. This gives them the confidence to embrace these challenges.

As Angie puts it, when it comes to attracting talent to logistics, “The Skills Framework gives valuable industry insights from people who have had many years of experience in the logistics sector, who are able to share aspects of their work life such as their challenges, their scope of work, and what makes the job rewarding and fulfilling.”

“At Alliance 21, we see the Skills Framework as a valuable resource for our workforce. It gives them the confidence to embrace the challenges of the changing logistics landscape.”

“Every day is different with new and exciting challenges, especially when handling special cargo and time-critical shipments.”
**Import Export Administrative Assistant/Shipping Assistant**

**JOB ROLE DESCRIPTION**

The Import Export Administrative Assistant/Shipping Assistant is responsible for providing assistance and to liaise with customers or destination/origin logistics operators and customs to plan and track shipments and ensure goods are cleared through customs. He/she is also responsible for providing assistance accurately in preparing the necessary export/import documentations and supporting in the processing of logistics insurance.

Systematic and logical, he is required to record documentation with high accuracy and precision and is responsible to ensure goods clear customs. He is also expected to work with internal and external stakeholders to accomplish his work.

### CRITICAL WORK FUNCTIONS AND KEY TASKS

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
</table>
| Perform Freight Forwarding Tasks | • Conduct targeted conversations with customers to identify customer needs   
  | • Perform data entry for freight services   |
| Perform Cargo and/or Material Handling and Delivery Tasks | • Perform cargo or material-handling security procedures   
  | • Perform documentation for cargo consolidation activities   
  | • Perform documentation for transshipment and transloading operations   
  | • Perform documentation for specialised cargo   |
| Perform Compliance Tasks | • Perform documentation for compliance operations and/or advise clients on tariffs, rates, costs or quotations requirements and eligibility   
  | • Perform documentation for checks in accordance to internal standard operating procedures (SOP), government regulatory requirements and legislations to identify non-compliance   |
| Perform Business Administration Tasks | • Work with allocated resources to ensure alignment of interest within business activities   
  | • Follow operational policies, standards and procedures   
  | • Perform basic risk assessment   |

### TECHNICAL SKILLS AND COMPETENCIES

- Cargo Issuance and Dispatch: Level 1
- Cargo Receipt and Inspection: Level 1
- Cargo Tracking System Administration: Level 1
- Cold Chain Operations Administration: Level 1
- Customer Management: Level 1
- Freight and Cargo Claim Administration: Level 2
- Freight Insurance Administration: Level 2
- Import and Export Documentation Administration: Level 1
- Livestock Cargo Administration: Level 1
- Risk Management and Administration: Level 1
- Time Sensitive Cargo Delivery Management: Level 1

### GENERIC SKILLS AND COMPETENCIES [TOP 5]

- Communication: Basic
- Problem Solving: Basic
- Decision Making: Basic
- Digital Literacy: Basic
- Service Orientation: Basic

**Permit Coordinator/Shipping Coordinator/Custom Clearance Coordinator**

**JOB ROLE DESCRIPTION**

The Permit Coordinator/Shipping Coordinator/Custom Clearance Coordinator is responsible for freight forwarding permit processing from preparation, application submission through to final inspection. Systematic and logical, he/she is also responsible for prompt and accurate permit declaration and providing precise information to airlines, carriers, destination/origin co-loaders and customs, and attending to customers’ enquiries, handling claims and cargo discrepancies. He is also expected to work with internal and external stakeholders to accomplish his work.

### CRITICAL WORK FUNCTIONS AND KEY TASKS

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
</table>
| Perform Freight Forwarding Tasks | • Attend to customers’ concerns and issues on freight services   
  | • Support in the resolution of escalated customers’ concerns and issues on freight services   
  | • Arrange booking of freight services with customers or co-loaders and carriers   
  | • Identify appropriate solutions to address customer queries based on sales/customer management knowledge   
  | • Resolve customer relationship management conflicts   
  | • Deliver logistics services that meet customer requirements   |
| Perform Cargo and/or Material Handling and Delivery Tasks | • Execute changes in industry standards or sector requirements in cargo documentation   
  | • Perform cargo acceptance documentation and handle customs clearance processing according to industry standards or sector requirements   
  | • Organise cargo documentation process according to industry standards or sector requirements   
  | • Follow cargo or material-handling security procedures   
  | • Support department in incident or crisis management initiatives   
  | • Organise documentation for transshipment and transloading operations   
  | • Organise documentation for specialised cargo   |
| Perform Compliance Tasks | • Perform a support role in compliance operations and/or advise clients on tariffs, rates, costs or quotations requirements and eligibility   
  | • Perform checks in accordance to internal standard operating procedures (SOP), government regulatory requirements and legislations to identify non-compliance   |
| Perform Business Administration Tasks | • Estimate resources required for project activities accurately   
  | • Execute operational policies, standards and procedures   
  | • Perform basic risk assessment   
  | • Supervise a small team of assistants at work   |
Permit Coordinator/Shipping Coordinator/
Custom Clearance Coordinator

SKILLS AND COMPETENCIES

<table>
<thead>
<tr>
<th>TECHNICAL SKILLS AND COMPETENCIES</th>
<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cargo Issuance and Dispatch</td>
<td>Communication Basic</td>
</tr>
<tr>
<td>Cargo Receipt and Inspection</td>
<td>Problem Solving Basic</td>
</tr>
<tr>
<td>Cargo Security Control</td>
<td>Decision Making Basic</td>
</tr>
<tr>
<td>Cargo Tracking System Administration</td>
<td>Digital Literacy Basic</td>
</tr>
<tr>
<td>Cold Chain Operations Administration</td>
<td>Service Orientation Basic</td>
</tr>
<tr>
<td>Customer Management</td>
<td></td>
</tr>
<tr>
<td>Freight and Cargo Claim Administration</td>
<td>Level 3</td>
</tr>
<tr>
<td>Freight Insurance Administration</td>
<td></td>
</tr>
<tr>
<td>Import and Export Documentation Administration</td>
<td>Level 2</td>
</tr>
<tr>
<td>International Trade Legislation Compliance</td>
<td>Level 2</td>
</tr>
<tr>
<td>Livestock Cargo Administration</td>
<td></td>
</tr>
<tr>
<td>Risk Management and Administration</td>
<td></td>
</tr>
<tr>
<td>Time Sensitive Cargo Delivery Management</td>
<td>Level 1</td>
</tr>
</tbody>
</table>

Freight Inspector/Incoming Quality Inspector

JOB ROLE DESCRIPTION

The Freight Inspector/Incoming Quality Inspector is responsible for inspecting freight with reference to freight forwarding documents and documenting differences in specifications.

Systematic and observant, he/she is also responsible for inspecting compliance with laws and regulations, including inspecting proper positioning, cushioning, restraining and balancing of cargo and inspecting safety. He is also expected to work with internal and external stakeholders to accomplish his work.

SKILLS AND COMPETENCIES

<table>
<thead>
<tr>
<th>TECHNICAL SKILLS AND COMPETENCIES</th>
<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cargo Issuance and Dispatch</td>
<td>Problem Solving Intermediate</td>
</tr>
<tr>
<td>Cargo Receipt and Inspection</td>
<td>Decision Making Intermediate</td>
</tr>
<tr>
<td>Import and Export Documentation Administration</td>
<td>Service Orientation Intermediate</td>
</tr>
<tr>
<td>International Trade Legislation Compliance</td>
<td>Level 3</td>
</tr>
<tr>
<td>Logistics Process Quality Management</td>
<td>Digital Literacy Intermediate</td>
</tr>
<tr>
<td>Risk Management and Administration</td>
<td></td>
</tr>
<tr>
<td>Warehousing/Cargo-related Occupational Health and Safety Management</td>
<td>Level 3</td>
</tr>
</tbody>
</table>
Brokerage Supervisor/Freight Supervisor

JOB ROLE DESCRIPTION

The Brokerage Supervisor/Freight Supervisor is responsible for liaising with customers, logistics operators and customs officials and supervising the custom clearance/freight forwarding operations to ensure goods are cleared through customs or quarantine in accordance with import and export laws and regulations.

Analytical and systematic, he/she is required to supervise a freight operations team to execute operations in a timely manner to meet business and customers’ requirements. He is also expected to work with internal and external stakeholders to accomplish his work.

CRITICAL WORK FUNCTIONS AND KEY TASKS

**Perform Freight Forwarding Tasks**
- Monitor lapses in delivery of logistics services to customers
- Maintain customer service excellence
- Resolve escalated customers’ concerns and issues on freight services
- Prepare daily operation performance reports and status updates

**Perform Cargo and/or Material Handling and Delivery Tasks**
- Apply rating principles, states as well as operator variations
- Manage cargo documentation process according to industry standards or sector requirements
- Manage performance of cargo or material-handling security procedures
- Manage performance of cargo consolidation activities
- Manage performance of transshipment and transloading operations
- Track cargo-handling schedules to ensure timelines are adhered to
- Perform incident or crisis management initiatives

**Perform Compliance Tasks**
- Follow standard and established compliance-related administrative activities
- Perform compliance operations and/or advise clients on tariffs, rates, costs or quotations requirements and eligibility
- Manage performance of checks in accordance to internal standard operating procedures (SOP), government regulatory requirements and legislations to identify non-compliance
- Support internal audit tasks

**Perform Business Administration Tasks**
- Optimise use of allocated resources within business activities
- Apply operational policies, standards and procedures
- Evaluate risk factors that impact efficiency
- Supervise teams at work

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**TECHNICAL SKILLS AND COMPETENCIES**

<table>
<thead>
<tr>
<th>SKILL/COMPETENCY</th>
<th>LEVEL</th>
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<tbody>
<tr>
<td>Bulk Cargo Administration</td>
<td>Level 3</td>
</tr>
<tr>
<td>Cargo Issuance and Dispatch</td>
<td>Level 3</td>
</tr>
<tr>
<td>Cargo Receipt and Inspection</td>
<td>Level 3</td>
</tr>
<tr>
<td>Cargo Tracking System Administration</td>
<td>Level 3</td>
</tr>
<tr>
<td>Cold Chain Operations Administration</td>
<td>Level 1</td>
</tr>
<tr>
<td>Customer Management</td>
<td>Level 3</td>
</tr>
<tr>
<td>Import and Export Documentation Administration</td>
<td>Level 3</td>
</tr>
<tr>
<td>International Trade Legislation Compliance</td>
<td>Level 3</td>
</tr>
<tr>
<td>Livestock Cargo Administration</td>
<td>Level 3</td>
</tr>
<tr>
<td>Pricing for Cargo Services and Operations</td>
<td>Level 3</td>
</tr>
<tr>
<td>Risk Management and Administration</td>
<td>Level 2</td>
</tr>
<tr>
<td>Stakeholder Management</td>
<td>Level 3</td>
</tr>
<tr>
<td>Time Sensitive Cargo Delivery Management</td>
<td>Level 1</td>
</tr>
</tbody>
</table>

**GENERIC SKILLS AND COMPETENCIES (TOP 5)**

<table>
<thead>
<tr>
<th>SKILL/COMPETENCY</th>
<th>LEVEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem Solving</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Communication</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Decision Making</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Resource Management</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Service Orientation</td>
<td>Basic</td>
</tr>
</tbody>
</table>
JOB ROLE DESCRIPTION

The Freight Officer is responsible for liaising with customers, logistics operators and customs officials for planning and tracking the movement of goods to ensure goods are cleared through customs or quarantine. He/she is also responsible for reviewing freight costs, negotiating rates with logistics and insurance companies and preparing quotes for customers.

Analytical and systematic, he is required to work closely with stakeholders to plan and review operations and negotiate logistics and insurance rates. He is also expected to work with internal and external stakeholders to accomplish his work.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Freight Forwarding Tasks
- Evaluate customer needs to improve freight operations processes
- Recommend operational plans for non-established and large-scale freight shipments

Perform Business Continuous Improvement Activities
- Evaluate continuous improvement activities and performance-improvement strategies
- Assess situational factors that promote and inhibit change
- Evaluate standards for quality management systems
- Recommend activities to improve quality of logistics services
- Work with team members to support technology projects
- Review areas in logistics operations where technology can enhance processes
- Leverage on latest technology to support team operations improvement activities
- Perform sustainability activities by using processes that are non-polluting, energy and resource-saving, economically-efficient and safe for workers, communities and consumers

Perform Cargo and/or Material Handling and Delivery Tasks
- Evaluate cargo handling and delivery operations to ensure compliance with rating principles as well as operator variations
- Recommend methods to improve cargo documentation process based on strict adherence to industry standards or sector requirements
- Evaluate cargo or material-handling security procedures
- Evaluate incident or crisis management initiatives
- Recommend cargo consolidation solutions to optimise space, cost and efficiency
- Recommend cargo-handling solutions that consider timelines and resource factors
- Recommend methods and techniques to manage dangerous goods

Perform Compliance Tasks
- Follow standard and established compliance-related administrative activities
- Perform compliance operations and/or advise clients on tariffs, rates, costs or quotations requirements and eligibility
- Manage performance of checks in accordance with internal standard operating procedures (SOP), government regulatory requirements and legislations to identify non-compliance
- Support internal audit tasks

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES
- Bulk Cargo Administration Level 3
- Business Negotiation Level 3
- Cargo and Receipt Inspection Level 3
- Cargo Issuance and Dispatch Level 3
- Cargo Tracking System Administration Level 3
- Cargo Issuance Administration Level 2
- Customer Management Level 3
- Import and Export Documentation Administration Level 3
- International Trade Legislation Compliance Level 3
- Livestock Cargo Administration Level 3
- Pricing for Cargo Services and Operations Level 3
- Risk Management and Administration Level 2
- Stakeholder Management Level 3
- Time Sensitive Cargo Delivery Management Level 1

GENERIC SKILLS AND COMPETENCIES (TOP 5)
- Problem Solving Level 3
- Communication Level 3
- Decision Making Level 3
- Service Orientation Level 3
- Digital Literacy Level 3
Shipping Specialist/Import Export Specialist/ Freight Executive

**JOB ROLE DESCRIPTION**

The Shipping Specialist/Import Export Specialist/Freight Executive is responsible for specialised custom clearance activities from preparation, application submission through to final inspection, and for analysing freight analytics to improve Return on Equity (ROE). He/she is also responsible for advising customers on import and export rules and regulations for complex freight.

Analytical and systematic, he is required to plan and review complex freight and be persuasive to manage stakeholders and customers. He is also expected to coordinate closely with internal and external stakeholders to develop freight solutions.

**CRITICAL WORK FUNCTIONS AND KEY TASKS**

**Perform Freight Forwarding Tasks**
- Drive customer attraction and retention strategies to improve customer loyalty
- Develop operational plans for complex freight shipments
- Advise customers on the most cost-efficient freight shipment alternatives based on prevalent tariffs, insurance and quotas
- Communicate with export and import customs authorities in relevant territories and countries to ensure efficient customs clearance

**Perform Business Continuous Improvement Activities**
- Evaluate the costs and benefits of current business processes within warehouse operations
- Evaluate situational factors that inhibit changes
- Evaluate risks associated with different approaches of process changes
- Manage business requirements throughout project lifecycle
- Develop measures using quality management knowledge to enhance quality standards
- Implement environmental protection policies and procedures
- Determine key messages to communicate to internal stakeholders for application of latest technology trends
- Leverage on data analysis to build insights on technology usage

**Perform Cargo and/or Material Handling and Delivery Tasks**
- Develop contingency plans for cargo-handling and delivery operations
- Plan cargo-handling and delivery operations in compliance to rating principles as well as operator variations
- Develop methods to improve cargo documentation process based on strict adherence to industry standards or sector requirements
- Plan cargo or material-handling security procedures
- Plan effective incident or crisis management initiatives
- Evaluate carrier performance to ensure on-time shipments
- Manage service agreements and all revisions

**Perform Compliance Tasks**
- Develop review measures to enhance compliance to internal standard operating procedures (SOP), government regulatory requirements and legislations
- Perform a lead role in compliance operations and/or advise clients on tariffs, rates, costs or quotations requirements and eligibility

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**SKILLS AND COMPETENCIES**

**TECHNICAL SKILLS AND COMPETENCIES**
- Bulk Cargo Administration: Level 4
- Business Continuity Management: Level 3
- Business Negotiation: Level 6
- Cargo and Receipt Inspection: Level 4
- Cargo Issuance and Dispatch: Level 4
- Cargo Tracking System Administration: Level 4
- Customer Management: Level 4
- Data and Statistical Analytics: Level 5
- Financial Management: Level 3
- Freight and Cargo Claim Administration: Level 4
- Import and Export Documentation Administration: Level 4
- International Trade Legislation Compliance: Level 4
- Logistics Process Quality Management: Level 3
- Pricing for Cargo Services and Operations: Level 4
- Risk Management and Administration: Level 2
- Stakeholder Management: Level 4

**GENERIC SKILLS AND COMPETENCIES (TOP 5)**
- Problem Solving: Intermediate
- Communication: Intermediate
- Decision Making: Intermediate
- Resource Management: Intermediate
- Managing Diversity: Intermediate

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**CRITICAL WORK FUNCTIONS AND KEY TASKS**

**Perform Business Administration Tasks**
- Develop measures to improve vendor management capability in the organisation
- Evaluate allocation of resources across different business activities
- Develop alternatives to enhance operational policies, standards and procedures
- Evaluate risk factors that impact efficiency
- Supervise teams at work

Shipping Specialist/Import Export Specialist/ Freight Executive
Import Export Manager/Freight Allocation Manager/Freight Shipping Manager/Freight Documentation Manager/Freight Pricing Manager

JOB DESCRIPTION

The Import Export Manager/Freight Allocation Manager/Freight Shipping Manager/Freight Documentation Manager/Freight Pricing Manager is responsible for managing and reviewing freight operational policies, standards and procedures in accordance to freight business and customers’ needs, including implementation of freight solutions. He/she is also responsible for managing freight business resources, including manpower, internal assets and external vendors.

Resourceful and analytical, he is required to manage resources to obtain buy-in from internal and external stakeholders. He is also expected to lead a department, make business decisions independently and be accountable for the profit and loss of the department.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Drive Freight Forwarding Operations
- Develop freight shipment solutions for improvements and/or closing gaps
- Maintain relationships with vendors, carriers, freight-forwarders and port authorities to provide competitive shipping solutions to customers
- Manage performance of logistics partners to ensure compliance and alignment with customer requirements and contractual obligations

Perform Business Continuous Improvement Activities
- Drive business processes improvement solutions
- Engage senior management for buy-in to implement solutions identified
- Motivate colleagues at organisational level to develop innovative solutions for driving change
- Build a culture of business process improvements that extend beyond project lifecycle
- Drive corporate social responsibility policies for logistics operations
- Drive environmental protection policies and procedures
- Drive organisational discussion on adoption of latest technology innovations
- Drive the successful completion of technology projects

Drive Cargo/Material Handling AND Delivery Operations
- Educate employees on the variations in rating principles, states as well as operator variations
- Facilitate exception-handling of cargo documentation process according to industry standards or sector requirements
- Resolve incidents and crisis arising from day-to-day operations
- Manage carrier ranking or customer priority system to ensure strategic business is protected during periods of capacity shortage
- Communicate importance of achieving cargo-handling timeframe outcomes with efficient use of resources

Drive Compliance Activities and Operations
- Develop compliance strategies with internal stakeholders to achieve acceptable level of internal compliance and industry standards
- Review changes in compliance, tariffs, rates, costs or quotations requirements to manage impact on compliance operations

Drive Business Administration Operations
- Influence stakeholders’ perspectives on requirements and activities
- Align resource management (manpower and asset) strategies with business strategies across different business activities
- Evaluate operational policies, standards and procedures
- Develop risk mitigation plans
- Manage teams in the workplace

Import Export Manager/Freight Allocation Manager/Freight Shipping Manager/Freight Documentation Manager/Freight Pricing Manager

SKILLS AND COMPETENCIES

SKILLS AND COMPETENCIES (TOP 5)

<table>
<thead>
<tr>
<th>Technical Skills and Competencies</th>
<th>Generic Skills and Competencies (Top 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulk Cargo Administration Level 5</td>
<td>Communication Advanced</td>
</tr>
<tr>
<td>Business Continuity Management Level 4</td>
<td>Decision Making Advanced</td>
</tr>
<tr>
<td>Business Negotiation Level 5</td>
<td>Leadership Advanced</td>
</tr>
<tr>
<td>Change Management Level 5</td>
<td>Resource Management Advanced</td>
</tr>
<tr>
<td>Customer Management Level 5</td>
<td>Managing Diversity Advanced</td>
</tr>
<tr>
<td>Financial Management Level 3</td>
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</tr>
<tr>
<td>International Trade Legislation Compliance Level 5</td>
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<tr>
<td>Logistics Process Quality Management Level 4</td>
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</tr>
<tr>
<td>Logistics Solution Design Thinking Level 4</td>
<td></td>
</tr>
<tr>
<td>Logistics Solution Product/Project Management Level 4</td>
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<tr>
<td>Risk Management and Administration Level 3</td>
<td></td>
</tr>
<tr>
<td>Stakeholder Management Level 5</td>
<td></td>
</tr>
<tr>
<td>JOB ROLES</td>
<td>PAGE</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Order Fulfilment Assistant/Sales Operations Management Assistant/</td>
<td>80</td>
</tr>
<tr>
<td>Customer Service Assistant</td>
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<tr>
<td>Order Fulfilment Coordinator/Sales Operations Management Coordinator/</td>
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<tr>
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<tr>
<td>Field Sales Executive/Key Account Executive/Sales Operations Management</td>
<td>82</td>
</tr>
<tr>
<td>Specialist</td>
<td></td>
</tr>
<tr>
<td>Order Management Executive/Quote Desk Executive/Order Fulfilment Officer</td>
<td>84</td>
</tr>
<tr>
<td>Inside Sales Officer</td>
<td></td>
</tr>
<tr>
<td>Customer Service Officer/Service Quality Analyst</td>
<td>86</td>
</tr>
<tr>
<td>Senior Customer Service Officer/Customer Service Specialist</td>
<td>87</td>
</tr>
<tr>
<td>Business Development Manager/Sales and Marketing Manager/</td>
<td>88</td>
</tr>
<tr>
<td>Vertical Sales Account Manager/Key Account Manager/Project Cargo Sales</td>
<td></td>
</tr>
<tr>
<td>Manager/Route Development Manager/Trade Lane Manager</td>
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</tr>
<tr>
<td>Customer Service Manager</td>
<td>90</td>
</tr>
<tr>
<td>Business Development Director/Country Route Development Director/</td>
<td>91</td>
</tr>
<tr>
<td>Trade Lane Director/Freight Trade Director</td>
<td></td>
</tr>
<tr>
<td>Chief Executive Officer/Chief Operating Officer/Managing Director/</td>
<td>129</td>
</tr>
<tr>
<td>General Manager</td>
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</tr>
</tbody>
</table>
Assistant Manager,
Business Development (Regional)

Tong Ping Hui
YCH Group

THINKING OUTSIDE THE BOX

While pursuing her degree at the Singapore Management University (SMU), Ping Hui had the opportunity to work under the mentorship of an industry player in the logistics sector. It sparked off a keen interest in logistics and she chose to major in Operations and Information Management (OPIM). Upon graduation, she took a leap into the sector at YCH Group.

Ping Hui’s daily responsibilities include following up on customer requests and issues. She dissects customer needs and liaises between customers and internal staff. She also consolidates and prepares proposals for tenders and projects. She believes that effective communication and the ability to think quickly on your feet are important skills to have.

“Very often, I need to think out of the box and be creative in developing solutions for our customers. Customers will always have different business needs, and I came to realise that I have to listen beyond their demands and understand their strategic goals in order to meet their needs,” she explains.

Although a newcomer to the sector, she has noticed disruptions to businesses whenever a new start-up enters the scene, or when new ideas cross over from other sectors. An example is the “sharing economy” where individuals are able to borrow or rent assets owned by someone else. “We saw this happen almost overnight with the private-hire car and transport sector. This concept is gradually beginning to take root within the logistics, transportation and warehousing industry in Singapore. This will impact the industry and I anticipate many changes happening within the next few years,” Ping Hui says.

With these changes, she has advice for young people like herself who are interested in pursuing a career in this field. As logistics and supply chain management cuts across several economic sectors, it is important to understand the different skill sets required, as outlined by the Skills Framework for Logistics. She also believes that patience is essential when it comes to learning: “Learning is an on-going process and there are many opportunities to expand across various roles and domains within the logistics sector.”

Order Fulfilment Assistant/Sales Operations Management Assistant/Customer Service Assistant

JOB ROLE DESCRIPTION

The Order Fulfilment Assistant/Sales Operations Management Assistant/Customer Service Assistant is responsible for providing assistance in the order fulfilment process, which includes handling point of sales inquiries, order processing, shipment and delivery of orders to the customer. He/she is also responsible for communicating with customers during the order fulfilment process.

Systematic and logical, he is required to assist customers in fulfilling orders and understand customer needs.

CRITICAL WORK FUNCTIONS AND KEY TASKS

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform Business Administration Tasks</td>
<td>• Communicate requirements and activities to stakeholders</td>
</tr>
<tr>
<td>• Work with allocated resources to ensure alignment of interest within business activities</td>
<td></td>
</tr>
<tr>
<td>• Apply operational policies, standards and procedures</td>
<td></td>
</tr>
<tr>
<td>• Perform basic risk assessment</td>
<td></td>
</tr>
<tr>
<td>Perform Cargo and/or Material Handling and Delivery Tasks</td>
<td>• Perform acceptance of cargo according to industry standards or sector requirements</td>
</tr>
<tr>
<td>• Prepare cargo acceptance documentation and handle customs clearance processing according to industry standards or sector requirements</td>
<td></td>
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<tr>
<td>• Track cargo handling schedules to ensure timelines are complied with</td>
<td></td>
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<tr>
<td>• Understand spot pricing</td>
<td></td>
</tr>
<tr>
<td>Perform Customer Service Tasks</td>
<td>• Identify appropriate solutions to address customer queries based on sales/customer management knowledge</td>
</tr>
<tr>
<td>• Execute logistics services that meet customer requirements</td>
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<tr>
<td>• Support the monitoring of lapses in delivery of logistics services to customers</td>
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</tr>
<tr>
<td>• Perform standard and established compliance administrative activities</td>
<td></td>
</tr>
<tr>
<td>• Perform a support role in compliance operations and/or advise clients on tariff, rates, costs and/or quotations requirements and eligibility</td>
<td></td>
</tr>
</tbody>
</table>

CRITICAL WORK FUNCTIONS | TECHNICAL SKILLS AND COMPETENCIES | GENERIC SKILLS AND COMPETENCIES (TOP 5) |
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cargo Issuance and Dispatch</td>
<td>Level 2 Communication Basic</td>
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<tr>
<td>Cargo Receipt and Inspection</td>
<td>Level 2 Managing Diversity Basic</td>
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<tr>
<td>Cargo Tracking System Administration</td>
<td>Level 2 Problem Solving Basic</td>
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<tr>
<td>Customer Management</td>
<td>Level 1 Service Orientation Basic</td>
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<tr>
<td>Import and Export Documentation Administration</td>
<td>Level 2 Teamwork Basic</td>
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<tr>
<td>Pricing for Cargo Services and Operations</td>
<td>Level 2</td>
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<tr>
<td>Pricing for Transportation Services and Operations</td>
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<tr>
<td>Pricing for Warehouse Services and Operations</td>
<td>Level 2</td>
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<tr>
<td>Risk Management and Administration</td>
<td>Level 1</td>
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</tr>
<tr>
<td>Supply Chain Solutioning/Modelling/Planning/Strategising</td>
<td>Level 3</td>
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</table>

SKILLS AND COMPETENCIES

“Very often, I need to think out of the box and be creative in developing solutions for our customers. Customers will always have different business needs, and I came to realise that I have to listen beyond their demands and understand their strategic goals in order to meet their needs.”
Order Fulfilment Coordinator/Sales Operations Management Coordinator/Customer Service Coordinator

**JOB ROLE DESCRIPTION**

The Order Fulfilment Coordinator/Sales Operations Management Coordinator/Customer Service Coordinator is responsible for the order fulfilment process, which includes handling point of sales inquiries, order processing, shipment and delivery of orders to the customer. He/she is also responsible for engaging diverse customers through the use of customer relationship management systems.

Systematic and logical, he is required to assist customers in fulfilling orders and understand customer needs.

---

**CRITICAL WORK FUNCTIONS AND KEY TASKS**

**Perform Business Administration Tasks**
- Communicate requirements and activities to stakeholders
- Work with allocated resources to ensure alignment of interest within business activities
- Perform operational policies, standards and procedures
- Perform basic risk assessment

**Perform Business Development Tasks**
- Understand market needs and opportunities in key local accounts within assigned verticals
- Conduct targeted conversations with customers to identify customer needs
- Conduct studies to determine the prevalent trends, dynamics and market movements

**Perform Cargo and/or Material Handling and Delivery Tasks**
- Perform acceptance of cargo according to industry standards or sector requirements
- Perform cargo acceptance documentation and handle customs clearance processing according to industry standards or sector requirements
- Monitor cargo handling schedules to ensure timelines are complied with

**Perform Customer Service Tasks**
- Execute appropriate solutions to address customer queries based on sales/customer management knowledge
- Analyse customer relationship management conflicts
- Deliver logistics services that meet customer requirements
- Plan delivery of logistics services that meet customer requirements
- Monitor lapses in delivery of logistics services to customers

---

**SKILLS AND COMPETENCIES**

**Business Development** Level 3
- Managing Diversity Basic

**Cargo Receipt and Inspection** Level 3
- Problem Solving Basic

**Cargo Tracking System Administration** Level 3
- Service Orientation Basic

**Customer Management** Level 2
- Teamwork Intermediate

**Import and Export Documentation Administration** Level 3
- Virtual Collaboration Basic

**Logistics Solution Sales** Level 3

**Market Research** Level 3

**Pricing for Cargo Services and Operations** Level 2

**Pricing for Transportation Services and Operations** Level 2

**Pricing for Warehouse Services and Operations** Level 2

**Risk Management and Administration** Level 1

---

**Field Sales Executive/Key Account Executive/Sales Operations Management Specialist**

**JOB ROLE DESCRIPTION**

The Field Sales Executive/Key Account Executive/Sales Operations Management Specialist is responsible for being the contact point with commercial accounts on various logistics services. He/she is also responsible to provide support in identifying potential customers, establishing partnerships to expand the company’s businesses, selling solutions and participating in programmes targeting different customers with the support of internal departments in building customer relationships.

Resourceful and analytical, he is required to understand customer needs and convince customers to adopt the proposed solutions.

---

**CRITICAL WORK FUNCTIONS AND KEY TASKS**

**Perform Business Development Tasks**
- Communicate with key account managers to identify new businesses and grow relationships that assist in revenue generation within assigned verticals
- Analyse market needs and opportunities in key accounts within assigned verticals
- Analyse customer logistics service needs by building communicative and open relationships
- Carry out targeted conversations that steer customers to solutions that address their needs
- Collaborate with stakeholders to grow relationships that assist in revenue generation within assigned verticals
- Follow-up with stakeholders to grow relationships that assist in revenue generation in multiple verticals

**Perform Customer Service Tasks**
- Resolve customer relationship management conflicts
- Analyse customer information and needs to improve customer relationships
- Deploy logistics services that meet customer requirements
- Plan delivery of logistics services that meet customer requirements
- Monitor lapses in delivery of logistics services to customers

**Perform Sales and Marketing Tasks**
- Perform sales of logistics products and services
- Research potential customer information to facilitate sales of logistics products and services
- Identify sales solutions based on information gathered through research and/or feedback
- Develop sales proposals/tender documents
- Monitor industry product and service prices and cost structures
- Understand effectiveness of organisation service prices and cost structures

**Perform Business Administration Tasks**
- Optimise use of allocated resources within business activities
- Evaluate risk factors that impact on efficiency
Order Management Executive/Quote Desk Executive/Order Fulfilment Officer/Inside Sales Officer

JOB ROLE DESCRIPTION

The Order Management Executive/Quote Desk Executive/Order Fulfilment Officer/Inside Sales Officer is responsible for preparing customer proposals and/or tender documents and fulfilling orders, from identifying customer needs, developing proposals, processing orders to shipment and delivery of orders to the customers. He/she is also responsible for managing customers and coordinating with colleagues during the entire process.

Resourceful and analytical, he is required to analyse customer needs and convince customers to adopt proposals.

Field Sales Executive/Key Account Executive/Sales Operations Management Specialist

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

<table>
<thead>
<tr>
<th>SKILLS AND COMPETENCIES</th>
<th>LEVEL</th>
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<tbody>
<tr>
<td>Business Development</td>
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<td>Business Negotiation</td>
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<td>Customer Management</td>
<td>Level 4</td>
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<tr>
<td>Logistics Solution Sales</td>
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<tr>
<td>Market Research</td>
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<td>Level 3</td>
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GENERIC SKILLS AND COMPETENCIES (TOP 5)

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<td>Communication</td>
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<td>Managing Diversity</td>
<td>Basic</td>
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<tr>
<td>Service Orientation</td>
<td>Advanced</td>
</tr>
<tr>
<td>Creative Thinking</td>
<td>Intermediate</td>
</tr>
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</table>

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS

Perform Business Administration Tasks
• Manage stakeholders to monitor completion of requirements and activities
• Optimise use of allocated resources within business activities
• Evaluate risk factors that impact efficiency

Perform Business Development Tasks
• Communicate with key account managers to identify new businesses and grow relationships that assist in revenue generation within assigned verticals
• Analyse market needs and opportunities in key accounts within assigned verticals
• Analyse the prevalent trends, dynamics and market movements to grow businesses

Perform Customer Service Tasks
• Analyse customer information and needs to improve customer relationships
• Manage key accounts through maintaining close contact with stakeholders
• Deploy logistics services that meet customer requirements
• Plan delivery of logistics services that meet customer requirements
• Monitor lapses in delivery of logistics services to customers

Perform Sales and Marketing Tasks
• Research potential customer information to facilitate sales of logistics products and services
• Identify sales solutions based on information gathered through research and/or feedback
• Support development of sales proposals and/or tender documents
• Monitor industry product and service prices and cost structures
Order Management Executive/Quote Desk Executive/Order Fulfilment Officer/Inside Sales Officer

**SKILLS AND COMPETENCIES**

<table>
<thead>
<tr>
<th>TECHNICAL SKILLS AND COMPETENCIES</th>
<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
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<tbody>
<tr>
<td>Business Negotiation Level 4</td>
<td>Communication Advanced</td>
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<tr>
<td>Cargo Receipt and Inspection Level 3</td>
<td>Managing Diversity Basic</td>
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<td>Customer Management Level 4</td>
<td>Problem Solving Intermediate</td>
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<td>Import and Export Documentation Administration Level 4</td>
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<td>Logistics Solution Sales Level 4</td>
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<tr>
<td>Risk Management and Administration Level 2</td>
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<tr>
<td>Stakeholder Management Level 6</td>
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</table>

**Customer Service Officer/Service Quality Analyst**

**JOB ROLE DESCRIPTION**

The Customer Service Officer/Service Quality Analyst is responsible for assembling data, analysing processes and systems, identifying gaps and improvement areas and proposing quality improvements. He/she is also responsible for handling complex service recoveries and assisting in developing plans to improve logistics service quality.

Systematic and analytical, he is required to identify areas for service quality improvements and perform service quality analysis. He is also expected to coordinate closely with internal and external stakeholders to implement better service quality.

**SKILLS AND COMPETENCIES**

<table>
<thead>
<tr>
<th>TECHNICAL SKILLS AND COMPETENCIES</th>
<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Management Level 3</td>
<td>Communication Intermediate</td>
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<tr>
<td>Logistics Solution Sales Level 3</td>
<td>Problem Solving Intermediate</td>
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<tr>
<td>Market Research Level 3</td>
<td>Service Orientation Intermediate</td>
</tr>
<tr>
<td>Pricing for Cargo Services and Operations Level 2</td>
<td>Teamwork Intermediate</td>
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<tr>
<td>Pricing for Transportation Services and Operations Level 2</td>
<td>Creative Thinking Basic</td>
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**CRITICAL WORK FUNCTIONS AND KEY TASKS**

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<td>Perform Customer Service Tasks</td>
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<td>• Implement appropriate solutions to address customer queries based on sales and/or customer management knowledge</td>
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<tr>
<td>• Understand customer information and needs to improve customer relationships</td>
</tr>
<tr>
<td>• Monitor lapses in delivery of logistics services to customers</td>
</tr>
<tr>
<td>Perform Business Continuous Improvement Activities</td>
</tr>
<tr>
<td>• Follow situational factors that promote and inhibit changes</td>
</tr>
<tr>
<td>• Understand risks associated with different approaches of process changes</td>
</tr>
<tr>
<td>• Perform documentation of business requirements</td>
</tr>
<tr>
<td>• Perform identification of business requirements</td>
</tr>
<tr>
<td>• Understand business process improvements through workflow analysis methods to support system developments throughout project life cycle</td>
</tr>
<tr>
<td>Perform Business Development Tasks</td>
</tr>
<tr>
<td>• Conduct targeted conversations with customers to identify customer needs</td>
</tr>
<tr>
<td>• Understand customer logistics service needs by building communicative and open relationships</td>
</tr>
<tr>
<td>• Collaborate with stakeholders to grow relationships that assist in revenue generation within assigned verticals</td>
</tr>
</tbody>
</table>
Senior Customer Service Officer/Customer Service Specialist

JOB ROLE DESCRIPTION

The Senior Customer Service Officer/Customer Service Specialist is responsible for analysing and planning overall customer service excellence, developing and reviewing process reviews and implementing customer service process review initiatives. He/she is also responsible for measuring results and managing change management communications.

Systematic and analytical, he is required to identify areas for improvements and perform customer quality analysis. He is also expected to coordinate closely with internal and external stakeholders to implement new processes.

Business Development Manager/Sales and Marketing Manager/Vertical Sales Account Manager/Key Account Manager/Project Cargo Sales Manager/Route Development Manager/Trade Lane Manager

JOB ROLE DESCRIPTION

The Business Development Manager/Sales and Marketing Manager/Vertical Sales Account Manager/Key Account Manager/Project Cargo Sales Manager/Route Development Manager/Trade Lane Manager is responsible for business development, managing large key accounts, marketing, sales of both broad-based and niche logistics services including performing market research, prospecting, developing relationships with potential customers and meeting sales targets. He/she is also responsible for managing business resources, including manpower and internal assets.

Resourceful and analytical, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead teams and make business decisions independently.
Customer Service Manager

**JOB ROLE DESCRIPTION**

The Customer Service Manager is responsible for managing overall customer service excellence, developing and reviewing process reviews and innovation frameworks and implementing customer service process review initiatives. He/she is also responsible for managing overall service quality and customer relationship management resources, including manpower, internal assets and external vendors.

Resourceful and analytical, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead teams and make business decisions independently.

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### Critical Work Functions and Key Tasks

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
</table>
| Drive Customer Service Operations | • Forecast customer needs to enhance offerings and competitiveness  
• Develop intervention strategies to mitigate gaps in delivery of logistics services |
| Drive Business Development Operations | • Review the prevalent trends, dynamics and market movements to formulate business strategies  
• Engage in targeted conversations that steer customers to solutions that address their needs  
• Drive customer attraction and retention strategies to improve customer loyalty  
• Influence stakeholders to grow relationships that assist in revenue generation in multiple verticals |
| Drive Business Process Improvement | • Review better ways to approach problems through synthesising and reorganising the problem information |
| Drive Business Administration Operations | • Optimize use of allocated resources within business activities  
• Evaluate operational policies, standards and procedures  
• Develop risk mitigation plans  
• Manage teams in the workplace |

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### Skills and Competencies

#### Technical Skills and Competencies

<table>
<thead>
<tr>
<th>Technical Skills and Competencies</th>
<th>Level</th>
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<tbody>
<tr>
<td>Business Development Management</td>
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<td>Business Development</td>
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<td>Financial Management</td>
<td>Level 3</td>
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<tr>
<td>Logistics Solution Sales</td>
<td>Level 4</td>
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<td>Strategic Human Resource Management</td>
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#### Generic Skills and Competencies (Top 5)

<table>
<thead>
<tr>
<th>Generic Skills and Competencies</th>
<th>Level</th>
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<tbody>
<tr>
<td>Communication</td>
<td>Advanced</td>
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<tr>
<td>Leadership</td>
<td>Advanced</td>
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<tr>
<td>Managing Diversity</td>
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<tr>
<td>Problem Solving</td>
<td>Advanced</td>
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<tr>
<td>Service Orientation</td>
<td>Advanced</td>
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Business Development Manager/Sales and Marketing Manager/Vertical Sales Account Manager/Key Account Manager/Project Cargo Sales Manager/Route Development Manager/Trade Lane Manager

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Business Development Director/Country Route Development Director/Trade Lane Director/Freight Trade Director

JOB ROLE DESCRIPTION
The Business Development Director/Country Route Development Director/Trade Lane Director/Freight Trade Director is responsible for developing new strategic business opportunities, client bases and managing business resources, including manpower and assets. He/she is also responsible for managing and engaging complex key accounts to develop trade development strategies and to develop strategic customer relationships.

Resourceful and analytical, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

**CRITICAL WORK FUNCTIONS AND KEY TASKS**

**Drive Business Development Operations**
- Develop new businesses and regional relationships to increase market share in multiple verticals
- Develop business strategies to increase market share locally and beyond
- Review the prevalent trends, dynamics and market movements to formulate business strategies
- Drive customer attraction and retention strategies to improve on customer loyalty

**Drive Sales and Marketing Operations**
- Shape sales outcome effectiveness
- Review sales performance metrics to enhance sales outcomes
- Develop sales performance metrics based on organisation service prices and cost structure approaches

**Drive Customer Service Operations**
- Initiate co-created solutions with customers to enhance offerings and competitiveness
- Forecast customer needs to enhance offerings and competitiveness
- Formulate intervention strategies to mitigate gaps in delivery of logistics services

**Drive Business Administration Operations**
- Align resources management (manpower and assets) strategies with business strategies across different business activities
- Develop alternatives to enhance operational policies, standards and procedures
- Evaluate effectiveness of risk mitigation plans
- Manage teams in the workplace

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**SKILLS AND COMPETENCIES**

**BUSINESS DEVELOPMENT DIRECTOR/COUNTRY ROUTE DEVELOPMENT DIRECTOR/TRADE LANE DIRECTOR/FREIGHT TRADE DIRECTOR**

**TECHNICAL SKILLS AND COMPETENCIES**

<table>
<thead>
<tr>
<th>Skill</th>
<th>Level</th>
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<tbody>
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<td>Innovation Management</td>
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<td>Public Relations Management</td>
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<td>Strategy Planning</td>
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**GENERIC SKILLS AND COMPETENCIES (TOP 5)**

<table>
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<td>Problem Solving</td>
<td>Advanced</td>
</tr>
<tr>
<td>Resource Management</td>
<td>Intermediate</td>
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<tr>
<td>JOB ROLES</td>
<td>PAGE</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Logistics Solutions Analyst</td>
<td>96</td>
</tr>
<tr>
<td>Logistics Contract Analyst/Logistics Operations Analyst</td>
<td>97</td>
</tr>
<tr>
<td>Logistics Solutions Specialist/Logistics Solutions Engineer</td>
<td>98</td>
</tr>
<tr>
<td>Logistics Contracts Executive/Logistics Operations Executive/Logistics Operations Specialist</td>
<td>100</td>
</tr>
<tr>
<td>Vertical Specialist</td>
<td>102</td>
</tr>
<tr>
<td>Logistics Solutions Manager</td>
<td>104</td>
</tr>
<tr>
<td>Logistics Contracts Manager/Logistics Programme Manager</td>
<td>106</td>
</tr>
<tr>
<td>Vertical Product Manager</td>
<td>108</td>
</tr>
<tr>
<td>Logistics Solutions and Implementation Director/Tailored Supply Chain Director/Channel Operations Director</td>
<td>110</td>
</tr>
<tr>
<td>Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager</td>
<td>129</td>
</tr>
</tbody>
</table>
Logistics Solutions Analyst

**JOB ROLE DESCRIPTION**

The Logistics Solutions Analyst is responsible for analysing customer needs and supporting development of integrated logistics solutions (across transportation, warehouse, freight forwarding) for customers.

Analytical and systematic, he/she is required to develop logistics solutions and to deal with internal and external stakeholders frequently.

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### CRITICAL WORK FUNCTIONS AND KEY TASKS

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
</table>
| Perform Business Development Tasks | • Analyse market needs and opportunities in key accounts within assigned verticals  
• Analyse customer needs to determine the prevalent trends, dynamics and market movements  
• Conduct targeted conversations with customers to identify customer needs |
| Perform Data Analytics Tasks | • Perform analysis and research  
• Analyse data and research outputs to offer explanations for data findings |
| Perform Logistics Solutioning Tasks | • Perform logistics services’ operational documentation  
• Execute established and small scale supply chain operations for customers  
• Analyse innovative logistics solutions that address customer needs  
• Identify innovative logistics solutions that address customer needs |
| Perform Business Administration Tasks | • Perform basic risk assessments  
• Apply operational policies, standards and procedures  
• Work with allocated resources to ensure alignment of interests within business activities  
• Communicate requirements and activities to stakeholders |

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### SKILLS AND COMPETENCIES

#### TECHNICAL SKILLS AND COMPETENCIES

<table>
<thead>
<tr>
<th>Business Development</th>
<th>Level 2</th>
<th>Problem Solving</th>
<th>Intermediate</th>
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<tbody>
<tr>
<td>Cloud Computing Application</td>
<td>Level 3</td>
<td>Digital Literacy</td>
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<tr>
<td>Contract/Vendor Management</td>
<td>Level 2</td>
<td>Computational Thinking</td>
<td>Basic</td>
</tr>
<tr>
<td>Data and Statistical Analytics</td>
<td>Level 3</td>
<td>Sense Making</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Logistics Operations Research and Planning</td>
<td>Level 3</td>
<td>Service Orientation</td>
<td>Intermediate</td>
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<tr>
<td>Logistics Solution Design Thinking</td>
<td>Level 3</td>
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<td>Material Flow Modelling</td>
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<tr>
<td>Material Management (Planning, Sourcing, Use, Disposal)</td>
<td>Level 3</td>
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<td>Process Improvement and Optimisation</td>
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<tr>
<td>Risk Management and Administration</td>
<td>Level 1</td>
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<tr>
<td>Supply Chain Solutioning/Modelling/Planning/Strategising</td>
<td>Level 3</td>
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<tr>
<td>Vertical Programmes Management</td>
<td>Level 3</td>
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</table>

#### GENERIC SKILLS AND COMPETENCIES (TOP 5)

<table>
<thead>
<tr>
<th>Business Development</th>
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<th>Digital Literacy</th>
<th>Computational Thinking</th>
<th>Sense Making</th>
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<tbody>
<tr>
<td>Cloud Computing Application</td>
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<tr>
<td>Vertical Programmes Management</td>
<td>Level 3</td>
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### Finding the Right Solutions

Jonathan Choo
Senior Manager, Solutions – Healthcare
ST Logistics Pte Ltd

According to Jonathan Choo, the logistics sector is an exciting one that has evolved over the years. Gone are the days where inventories were kept within 4-walled rooms and took months to deliver. Now, it is a fast-paced industry where goods reach their destinations within hours locally and days globally.

Jonathan’s role as Senior Manager in Solutions is to liaise with internal and external stakeholders on a host of matters pertaining to Solution Designs and Projects Implementation. This can offer a host of exciting challenges as the sector is rapidly evolving.

“In these few years, we are navigating a fast-changing world where disruptive technologies, new customers’ expectations and a world of uneven growth have a huge impact in the logistics industry,” Jonathan explains. A trend that he has noticed is automation. Examples of these include “track and trace” mobile applications, more varieties of “goods-to-man” storage systems, automated picking technologies, and drone technologies for deliveries.

However, he believes that the sector can leverage on technology to fully utilise the skills of the workforce. Due to the accessibility of smart devices, new entrants are equipped to take on these rapid changes. Jonathan says that the infiltration of technology in everyday life has created a workforce of multi-taskers who are confident and technologically-savvy.

Jonathan says the key is to provide familiar technology as well as hone management skills to supervise and motivate new entrants. It is also important for those interested in the industry to be open-minded. Professionals might be required to work odd or long hours to meet customers’ expectations. However at the end of the day, Jonathan believes there is nothing more fulfilling than overseeing the successful completion of a solutions project from pre-sales to implementation.

“In these few years, we are navigating a fast-changing world where disruptive technologies, new customers’ expectations and a world of uneven growth have a huge impact in the logistics industry.”
# Logistics Contracts Analyst/Logistics Operations Analyst

**JOB ROLE DESCRIPTION**

The Logistics Contracts Analyst/Logistics Operations Analyst is responsible for analysing customers' requirements and supporting implementation of solutions. He/she is expected to engage with internal and external stakeholders.

Analytical and systematic, he is required to analyse customer needs and execute logistics programmes.

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS AND KEY TASKS</th>
<th>SKILLS AND COMPETENCIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform Data Analytics Tasks • Validate analysis and research against external sources and research • Analyse data and research outputs to offer explanations for data findings • Provide operational support in data management initiatives across the organisation</td>
<td>Technical Skills and Competencies</td>
</tr>
<tr>
<td>Perform Logistics Solutioning Tasks • Perform supply chain coordination • Execute established and small scale supply chain operations for customers • Execute reverse logistics operations • Execute multi-modal supply chain operations • Identify innovative logistics solutions that address customer needs</td>
<td>GENERIC SKILLS AND COMPETENCIES (TOP 5)</td>
</tr>
<tr>
<td>Perform Programme Management Tasks • Perform administrative support for project management processes • Execute different aspects of project management based on priorities and needs</td>
<td>Contract/Vendor Management Level 2 Problem Solving Intermediate</td>
</tr>
<tr>
<td>Perform Customer Service Tasks • Deliver logistics services that meet customer requirements</td>
<td>Customer Management Level 2 Digital Literacy Intermediate</td>
</tr>
<tr>
<td>Perform Business Administration Tasks • Perform basic risk assessments • Apply operational policies, standards and procedures • Work with allocated resources to ensure alignment of interests within business activities • Communicate requirements and activities to stakeholders</td>
<td>Data and Statistical Analytics Level 3 Computational Thinking Basic</td>
</tr>
<tr>
<td></td>
<td>E-Logistics IT Solutioning Level 3 Sense Making Intermediate</td>
</tr>
<tr>
<td></td>
<td>Logistics Operations Research and Planning Level 3 Service Orientation Intermediate</td>
</tr>
<tr>
<td></td>
<td>Logistics Solution Design Thinking Level 3</td>
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<tr>
<td></td>
<td>Logistics Solution Product/Project Management Level 3</td>
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<td></td>
<td>Market Research Level 2</td>
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<td></td>
<td>Material Flow Modelling Level 3</td>
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<td>Material Management (Planning, Sourcing, Use, Disposal) Level 3</td>
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<tr>
<td></td>
<td>Process Improvement and Optimisation Level 3</td>
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<tr>
<td></td>
<td>Risk Management and Administration Level 1</td>
</tr>
<tr>
<td></td>
<td>Supply Chain Solutioning/Modelling/Planning/Strategising Level 3</td>
</tr>
</tbody>
</table>

# Logistics Solutions Specialist/Logistics Solutions Engineer

**JOB ROLE DESCRIPTION**

The Logistics Solutions Specialist/Logistics Solutions Engineer is responsible for designing and coordinating development of end-to-end bespoke logistics solutions for customers, across transportation, warehousing and freight forwarding operations.

Analytical and logical, he/she is required to develop complex logistics solutions and to convince customers to adopt solutions proposed, including material sourcing, solutioning and prices of solutions. He is also expected to deal with internal and external stakeholders frequently.

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS AND KEY TASKS</th>
<th>SKILLS AND COMPETENCIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform Business Development Tasks • Collaborate with key account managers to identify new businesses and grow relationships that assist in revenue generation within assigned verticals • Conduct studies to determine the prevalent trends, dynamics and market movements • Analyse customer logistics service needs by building communicative and open relationships</td>
<td>Technical Skills and Competencies</td>
</tr>
<tr>
<td>Perform Data Analytics Tasks • Analyse data and research outputs to offer explanations for data findings • Analyse the wider implications of analysis and research to draw inferences on logistics operations • Manage data through a combination of data mining, modelling, analysis, cost-benefit analysis, process mapping and/or problem analysis to support data management initiatives • Develop business solutions using big data analytics • Review costs and benefits of big data solutions to identify the most appropriate approaches to address business needs</td>
<td>GENERIC SKILLS AND COMPETENCIES (TOP 5)</td>
</tr>
<tr>
<td>Perform Logistics Solutioning Tasks • Evaluate logistics operating procedures • Review gaps and weaknesses in supply chain operations • Identify measures to review and improve supply chain programme management plans • Collaborate with stakeholders to grow relationships that assist in revenue generation within assigned verticals</td>
<td>Contract/Vendor Management Level 2 Problem Solving Intermediate</td>
</tr>
<tr>
<td>Perform Customer Service Tasks • Identify appropriate solutions to address customer queries based on sales and/or customer management knowledge • Plan delivery of logistics services that meet customer requirements • Develop co-created solutions with customers to enhance offerings and competitiveness</td>
<td>Customer Management Level 2 Digital Literacy Intermediate</td>
</tr>
<tr>
<td>Perform Business Administration Tasks • Perform basic risk assessments • Supervise teams at work • Develop alternatives to enhance operational policies, standards and procedures • Optimize use of allocated resources within business activities • Manage stakeholders to monitor completion of requirements and activities</td>
<td>Data and Statistical Analytics Level 3 Computational Thinking Basic</td>
</tr>
<tr>
<td></td>
<td>E-Logistics IT Solutioning Level 3 Sense Making Intermediate</td>
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<td></td>
<td>Logistics Operations Research and Planning Level 3 Service Orientation Intermediate</td>
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<td></td>
<td>Logistics Solution Design Thinking Level 3</td>
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<td>Logistics Solution Product/Project Management Level 3</td>
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<td>Risk Management and Administration Level 1</td>
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<td></td>
<td>Supply Chain Solutioning/Modelling/Planning/Strategising Level 3</td>
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</tbody>
</table>
### Logistics Solutions Specialist/Logistics Solutions Engineer

#### SKILLS AND COMPETENCIES

<table>
<thead>
<tr>
<th>TECHNICAL SKILLS AND COMPETENCIES</th>
<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomous Logistics Design and Application</td>
<td>Problem Solving</td>
</tr>
<tr>
<td>Business Development</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Cloud Computing Application</td>
<td>Resource Management</td>
</tr>
<tr>
<td>Contract/Vendor Management</td>
<td>Basic</td>
</tr>
<tr>
<td>Customer Management</td>
<td>Service Orientation</td>
</tr>
<tr>
<td>Data and Statistical Analytics</td>
<td>Intermediate</td>
</tr>
<tr>
<td>E-Logistics IT Solutioning</td>
<td>Transdisciplinary Thinking</td>
</tr>
<tr>
<td>Integrated System Design and Application</td>
<td>Virtual Collaboration</td>
</tr>
<tr>
<td>Logistics Operations Research and Planning</td>
<td>Technical Skills and Competencies (Generic)</td>
</tr>
<tr>
<td>Logistics Solution Design Thinking</td>
<td>Level 3</td>
</tr>
<tr>
<td>Logistics Solution Product/Project Management</td>
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<tr>
<td>Market Research</td>
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<td>Material Flow Modelling</td>
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<td>Material Management (Planning, Sourcing, Use, Disposal)</td>
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<tr>
<td>Process Improvement and Optimisation</td>
<td>Intermediate</td>
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<td>Risk Management and Administration</td>
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<tr>
<td>Stakeholder Management</td>
<td>Level 3</td>
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<tr>
<td>Supply Chain Solutioning/Modelling/Planning/Strategising</td>
<td>Level 4</td>
</tr>
<tr>
<td>Vertical Programme Management</td>
<td>Level 3</td>
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</tbody>
</table>

### Logistics Contracts Executive/Logistics Operations Executive/Logistics Operations Specialist

#### JOB ROLE DESCRIPTION

The Logistics Contracts Executive/Logistics Operations Executive/Logistics Operations Specialist is responsible for planning and executing logistics programmes, including designing supply chains and facilities, executing warehouse and transportation operations, processing orders and managing inventory on behalf of customers.

Analytical and logical, he/she is required to analyse customer needs and execute logistics programmes. He is also expected to deal with external customers frequently.

#### CRITICAL WORK FUNCTIONS AND KEY TASKS

**Perform Data Analytics Tasks**
- Analyse data and research outputs to offer explanations for data findings
- Analyse data, analysis and research to determine weaknesses in evidence, quality and limitations of analytics
- Manage data through a combination of data mining, modelling, analysis, cost-benefit analysis, process mapping and/or problem analysis to support data management initiatives

**Perform Logistics Solutioning Tasks**
- Coordinate logistics services’ operational schedules
- Supervise teams to support supply chain operations
- Develop non-established supply chain operations for customers
- Execute reverse logistics operations
- Execute multi-modal supply chain operations
- Analyse innovative logistics solutions that address customer needs

**Perform Programme Management Tasks**
- Estimate resources required for project activities accurately
- Develop integrated project plans that include scope and resources required
- Develop plans that include different aspects of project management based on priorities and needs
- Review different aspects of project management based on priorities and needs

**Perform Customer Service Tasks**
- Analyse customer information and needs to improve customer relationships
- Plan delivery of logistics services that meet customer requirements
- Deliver logistics services that meet customer requirements

**Perform Business Administration Tasks**
- Evaluate risk factors that impact on efficiency
- Supervise teams at work
- Develop alternatives to enhance operational policies, standards and procedures
- Evaluate operational policies, standards and procedures
- Optimise use of allocated resources within business activities
- Manage stakeholders to monitor completion of requirements and activities
SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

- Autonomous Logistics Design and Application Level 3
- Cloud Computing Application Level 4
- Contract/Vendor Management Level 3
- Customer Management Level 3
- Data and Statistical Analytics Level 4
- E-Logistics IT Solutioning Level 4
- Integrated System Design and Application Level 3
- Logistics Operations Research and Planning Level 3
- Logistics Solution Design Thinking Level 4
- Logistics Solution Product/Project Management Level 4
- Market Research Level 3
- Material Flow Modelling Level 3
- Material Management (Planning, Sourcing, Use, Disposal) Level 4
- Process Improvement and Optimisation Level 4
- Risk Management and Administration Level 1
- Supply Chain Solutioning/Modelling/Planning/Strategising Level 4

GENERIC SKILLS AND COMPETENCIES (TOP 5)

- Problem Solving Intermediate
- Resource Management Intermediate
- Service Orientation Intermediate
- Transdisciplinary Thinking Intermediate
- Virtual Collaboration Intermediate

Vertical Specialist

JOB ROLE DESCRIPTION

The Vertical Specialist is responsible for identifying customer needs, analysing and planning logistics solutions and managing customers in specific industry verticals. He/she is also responsible for ensuring logistics solutions meet vertical specific operation, process, regulatory, quality and safety requirements.

Analytical and persuasive, he is required to analyse customer needs and engage customers.
## Logistics Solutions Manager

**JOB ROLE DESCRIPTION**

The Logistics Solutions Manager is responsible for managing the processes of logistics solution business development, analysing, designing and implementing end-to-end logistics solutions for customers in at least two industries. He/she is also responsible for managing logistics solutioning business resources, including manpower, internal assets and external vendors.

Analytical and logical, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

### Critical Work Functions and Key Tasks

<table>
<thead>
<tr>
<th>Critical Work Functions</th>
<th>Key Tasks</th>
</tr>
</thead>
</table>
| **Drive Business Development** Operations | • Develop new businesses and regional relationships to increase market share in multiple verticals  
• Evaluate the prevalent trends, dynamics and market movements to grow businesses  
• Formulate new business plans by analysing the prevalent trends, dynamics and market movements  
• Engage in targeted conversations that steer customers to solutions that address their needs |
| **Drive Data Analytics** Operations | • Propose solutions and explanations from analysing data and research outputs  
• Evaluate the wider implications of analysis and research to draw inferences on logistics operations  
• Evaluate big data analytics developments in supporting logistics operations  
• Manage costs and benefits of big data solutions to identify the most appropriate approaches to address business needs |
| **Drive Logistics Solutioning** Services | • Manage logistics operating procedures  
• Develop solutions to address gaps and weaknesses in supply chain operations  
• Improve supply chain programme management plans  
• Lead development plans to implement innovative logistics solutions  
• Develop regional relationships with stakeholders to increase market share |
| **Drive Customer Service** Operations | • Plan delivery of logistics services that meet customer requirements  
• Monitor lapses in delivery of logistics services to customers  
• Forecast customer needs to enhance offerings and competitiveness  
• Manage development of co-created solutions with customers to enhance offerings and competitiveness |
| **Drive Business Administration** Operations | • Evaluate risk factors that impact on efficiency  
• Manage teams in the workplace  
• Evaluate operational policies, standards and procedures  
• Manage allocation of resources across different business activities  
• Lead discussions with stakeholders to ensure completion of requirements and activities |
**Logistics Solutions Manager**

**CRITICAL WORK FUNCTIONS AND KEY TASKS**

**CRITICAL WORK FUNCTIONS**

**Drive Data Analytics Operations**
- Evaluate big data analytics developments in supporting logistics operations
- Analyse the wider implications of analysis and research to draw inferences on logistics operations
- Influence key stakeholders on risks and implications resulting from analysis and research

**Drive Logistics Solutioning Services**
- Evaluate logistics operating procedures
- Evaluate gaps and weaknesses in supply chain operations
- Identify measures to review and improve supply chain programme management plans
- Manage non-established multi-modal supply chain operations for customers
- Lead implementation of innovative logistics solutions for customers
- Influence stakeholders to grow relationships that assist in revenue generation in multiple verticals
- Influence key stakeholders to adopt logistics operating procedures

**Drive Programme Management Activities**
- Evaluate projects to meet cost and benefit targets of a programme
- Evaluate programmes to influence bottom line of organisation
- Develop strategic project plans to align projects with business strategies
- Influence the organisational programme management culture with analysis and investment valuation concepts

**Drive Customer Service Operations**
- Monitor lapses in delivery of logistics services to customers
- Develop intervention strategies to mitigate gaps in delivery of logistics services
- Forecast customer needs to enhance offerings and competitiveness

**Drive Business Administration Operations**
- Evaluate risk factors that impact on efficiency
- Manage teams in the workplace
- Evaluate operational policies, standards and procedures
- Recommend allocation of resources across different business activities
- Develop measures to improve vendor management capability in the organisation
- Lead discussions with stakeholders to ensure completion of requirements and activities

**SKILLS AND COMPETENCIES**

**GENERAL SKILLS AND COMPETENCIES (TOP 5)**

- Communication Advanced
- Managing Diversity Intermediate
- Problem Solving Advanced
- Service Orientation Advanced
- Transdisciplinary Thinking Intermediate

**TECHNICAL SKILLS AND COMPETENCIES**

| Autonomous Logistics Design and Application | Level 4 |
| Business Development | Level 4 |
| Cloud Computing Application | Level 4 |
| Contract/Vendor Management | Level 4 |
| Customer Management | Level 5 |
| Data and Statistical Analytics | Level 5 |
| E-Logistics IT Solutioning | Level 4 |
| Financial Management | Level 3 |
| Integrated System Design and Application | Level 4 |
| Logistics Operations Research and Planning | Level 5 |
| Logistics Solution Design Thinking | Level 5 |
| Logistics Solution Product/Project Management | Level 5 |
| Market Research | Level 4 |
| Material Flow Modelling | Level 5 |
| Material Management (Planning, Sourcing, Use, Disposal) | Level 5 |
| Process Improvement and Optimisation | Level 5 |
| Risk Management and Administration | Level 2 |
| Stakeholder Management | Level 4 |
| Supply Chain Solutioning/Modelling/Planning/Strategising | Level 5 |
| Vertical Programme Management | Level 3 |
| Cloud Computing Application | Level 4 |
| Contract/Vendor Management | Level 4 |
| Customer Management | Level 5 |
| Data and Statistical Analytics | Level 5 |
| E-Logistics IT Solutioning | Level 4 |
| Financial Management | Level 3 |
| Integrated System Design and Application | Level 4 |
| Logistics Operations Research and Planning | Level 5 |
| Logistics Solution Design Thinking | Level 5 |
| Logistics Solution Product/Project Management | Level 5 |
| Market Research | Level 4 |
| Material Flow Modelling | Level 5 |
| Material Management (Planning, Sourcing, Use, Disposal) | Level 5 |
| Process Improvement and Optimisation | Level 5 |
| Risk Management and Administration | Level 2 |
| Stakeholder Management | Level 4 |
| Supply Chain Solutioning/Modelling/Planning/Strategising | Level 5 |
| Vertical Programme Management | Level 3 |

**Logistics Contracts Manager/Logistics Programme Manager**

**JOB ROLE DESCRIPTION**

The Logistics Contracts Manager/Logistics Programme Manager is responsible for managing multiple logistics programmes and related customer service activities. He/she is also responsible for managing the contracts to ensure customer requirements are met and managing overall programme resources, including manpower, internal assets and external vendors.

Analytical and logical, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead programmes and make business decisions independently.

**SKILLS AND COMPETENCIES**

**GENERIC SKILLS AND COMPETENCIES**

- Problem Solving Advanced
- Service Orientation Advanced
- Transdisciplinary Thinking Intermediate

**TECHNICAL SKILLS AND COMPETENCIES**

- Autonomous Logistics Design and Application Level 4
- Business Development Level 4
- Cloud Computing Application Level 4
- Contract/Vendor Management Level 4
- Customer Management Level 5
- Data and Statistical Analytics Level 5
- E-Logistics IT Solutioning Level 4
- Financial Management Level 3
- Integrated System Design and Application Level 4
- Logistics Operations Research and Planning Level 5
- Logistics Solution Design Thinking Level 5
- Logistics Solution Product/Project Management Level 5
- Market Research Level 4
- Material Flow Modelling Level 5
- Material Management (Planning, Sourcing, Use, Disposal) Level 5
- Process Improvement and Optimisation Level 5
- Risk Management and Administration Level 2
- Stakeholder Management Level 4
- Supply Chain Solutioning/Modelling/Planning/Strategising Level 5
- Vertical Programme Management Level 3
Vertical Product Manager

**JOB ROLE DESCRIPTION**

The Vertical Product Manager is responsible for managing customers and developing solutions in multiple verticals.

Resourceful and persuasive, he/she is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

### CRITICAL WORK FUNCTIONS AND KEY TASKS

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
</table>
| Drive Vertical Business Operations | • Review custom-built solutions in order to meet customers’ prescribed standards of quality  
• Manage conflicts with various government bodies that arise from errors and/or omissions in vertical logistics operations  
• Lead in working with various government bodies in vertical logistics operations |
| Drive Logistics Solutioning Services | • Evaluate logistics operating procedures  
• Review gaps and weaknesses in supply chain operations  
• Develop measures to review and improve supply chain programme management plans  
• Manage non-established multi-modal supply chain operations for customers  
• Influence stakeholders to grow relationships that assist in revenue generation in multiple verticals  
• Lead implementation of innovative logistics solutions for customers  
• Influence stakeholders to grow relationships that assist in revenue generation in multiple verticals |
| Drive Programme Management Activities | • Influence department heads to achieve desired results  
• Manage projects to meet cost and benefit targets of a programme  
• Develop strategic project plans to align projects with business strategies |
| Drive Customer Service Operations | • Monitor lapses in delivery of logistics services to customers  
• Develop intervention strategies to mitigate gaps in delivery of logistics services  
• Forecast customer needs to enhance offerings and competitiveness |
| Drive Business Administration Operations | • Evaluate risk factors that impact on efficiency  
• Manage teams in the workplace  
• Evaluate operational policies, standards and procedures  
• Coordinate allocation of resources across different business activities  
• Align resources management (manpower and asset) strategies with business strategies across different business activities  
• Develop measures to improve vendor management capability in the organisation  
• Influence stakeholders’ perspectives of requirements and activities |
The Logistics Solutions and Implementation Director/Tailored Supply Chain Director/Channel Operations Director is responsible for managing the processes of business development and implementing custom-made or tailored end-to-end complex logistics solutions for customers, including managing post implementation optimisation. He/she is also responsible for managing logistics solutioning business resources.

Resourceful and persuasive, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

Vertical Product Manager

SKILLS AND COMPETENCIES

<table>
<thead>
<tr>
<th>TECHNICAL SKILLS AND COMPETENCIES</th>
<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract/Vendor Management</td>
<td>Level 4</td>
</tr>
<tr>
<td>Customer Management</td>
<td>Level 5</td>
</tr>
<tr>
<td>Event Logistics Management</td>
<td>Level 4</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Level 3</td>
</tr>
<tr>
<td>Logistics Operations Research and Planning</td>
<td>Level 5</td>
</tr>
<tr>
<td>Logistics Solution Design Thinking</td>
<td>Level 5</td>
</tr>
<tr>
<td>Logistics Solution Product/Project Management</td>
<td>Level 5</td>
</tr>
<tr>
<td>Market Research</td>
<td>Level 4</td>
</tr>
<tr>
<td>Material Management (Planning, Sourcing, Use, Disposal)</td>
<td>Level 6</td>
</tr>
<tr>
<td>Process Improvement and Optimisation</td>
<td>Level 5</td>
</tr>
<tr>
<td>Retail Logistics Administration</td>
<td>Level 4</td>
</tr>
<tr>
<td>Risk Management and Administration</td>
<td>Level 2</td>
</tr>
<tr>
<td>Stakeholder Management</td>
<td>Level 4</td>
</tr>
<tr>
<td>Supply Chain Solutioning/Modelling/Planning/Strategising</td>
<td>Level 4</td>
</tr>
<tr>
<td>Vertical Programme Management</td>
<td>Level 5</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>Advanced</td>
</tr>
<tr>
<td>Leadership</td>
<td>Intermediate</td>
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<tr>
<td>Sense Making</td>
<td>Intermediate</td>
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<tr>
<td>Service Orientation</td>
<td>Intermediate</td>
</tr>
<tr>
<td>Computational Thinking</td>
<td>Intermediate</td>
</tr>
</tbody>
</table>

Vertical Product Manager

Logistics Solutions and Implementation Director/Tailored Supply Chain Director/Channel Operations Director

JOB ROLE DESCRIPTION

The Logistics Solutions and Implementation Director/Tailored Supply Chain Director/Channel Operations Director is responsible for managing the processes of business development and implementing custom-made or tailored end-to-end complex logistics solutions for customers, including managing post implementation optimisation. He/she is also responsible for managing logistics solutioning business resources.

Resourceful and persuasive, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

SKILLS AND COMPETENCIES

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Drive Data Analytics Operations</td>
<td>• Monitor lapses in delivery of logistics services to customers</td>
</tr>
<tr>
<td>Drive Logistics Solutioning Services</td>
<td>• Develop intervention strategies to mitigate gaps in delivery of logistics services</td>
</tr>
<tr>
<td>Drive Programme Management Activities</td>
<td>• Influence key stakeholders to adopt big data solutions</td>
</tr>
<tr>
<td>Drive Customer Service Operations</td>
<td>• Influence key stakeholders on risks and implications resulting from analysis and research</td>
</tr>
<tr>
<td>Drive Business Administration Operations</td>
<td>• Lead implementation of innovative logistics solutions for customers</td>
</tr>
<tr>
<td></td>
<td>• Develop supply chain strategies to meet customers’ requirements</td>
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<td></td>
<td>• Formulate strategies to involve stakeholders in addressing gaps</td>
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<td></td>
<td>• Influence key stakeholders to adopt logistics operating procedures</td>
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<td></td>
<td>• Influence stakeholders to grow relationships that assist in revenue generation in multiple verticals</td>
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<tr>
<td></td>
<td>• Analyse the prevalent trends, dynamics and market movements to formulate business strategies</td>
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<td>• Influence key account managers to identify new business opportunities and grow relationships that assist in revenue generation in multiple verticals</td>
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<tr>
<td></td>
<td>• Drive customer attraction and retention strategies to improve on customer loyalty</td>
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<td></td>
<td>• Develop risk mitigation plans</td>
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<td></td>
<td>• Lead teams in the workplace</td>
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<td></td>
<td>• Apply operational policies, standards and procedures</td>
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<td></td>
<td>• Align resources management (manpower and asset) strategies with business strategies across different business activities</td>
</tr>
<tr>
<td></td>
<td>• Influence stakeholders’ perspectives of requirements and activities</td>
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</table>
Logistics Process Improvement and Information System

SKILLS AND COMPETENCIES

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<tr>
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<th>GENERIC SKILLS AND COMPETENCIES (TOP 5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomous Logistics Design and Application</td>
<td>Problem Solving</td>
</tr>
<tr>
<td>Business Continuity Management</td>
<td>Sense Making</td>
</tr>
<tr>
<td>Business Development</td>
<td>Service Orientation</td>
</tr>
<tr>
<td>Business Negotiation</td>
<td>Virtual Collaboration</td>
</tr>
<tr>
<td>Change Management</td>
<td>Leadership</td>
</tr>
<tr>
<td>Cloud Computing Application</td>
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<tr>
<td>Contract/Vendor Management</td>
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<td>Corporate Governance</td>
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<td>Customer Management</td>
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<tr>
<td>Data and Statistical Analytics</td>
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<tr>
<td>E-Logistics IT Solutioning</td>
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<td>Financial Management</td>
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<tr>
<td>Integrated System Design and Application</td>
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<tr>
<td>Logistics Operations Research and Planning</td>
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<tr>
<td>Logistics Solution Design Thinking</td>
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<tr>
<td>Stakeholder Management</td>
<td></td>
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<tr>
<td>Strategy Planning</td>
<td></td>
</tr>
<tr>
<td>Supply Chain Solutioning/Modelling/Planning/Strategising</td>
<td></td>
</tr>
<tr>
<td>Vertical Programme Management</td>
<td></td>
</tr>
</tbody>
</table>

Logistics Data Management Coordinator/Logistics Data Entry Coordinator 114
Logistics Data Specialist/Master Data Analyst/Master Data Executive 115
Business Process Excellence Engineer/Operations Specialist/Industrial Operations Engineer 117
Logistics IT Executive/Digital Services Executive/Logistics System Analyst 119
Operations Integration Specialist/System Integration Engineer/Infrastructure Specialist 121
IT Business Solutions Project Specialist/Digital Services Project Specialist 123
Logistics Innovation and Process Improvement Manager/ Customer and Logistics Systems Manager 125
IT Business Solutions Manager/Digital Services Manager 127
Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager 129
Logistics Data Management Coordinator/Logistics Data Entry Coordinator

JOB ROLE DESCRIPTION

The Logistics Data Management Coordinator/Logistics Data Entry Coordinator is responsible for the input and extraction of data from a range of sources from every stage of logistics, from order receipt to point of sales terminals, as well as cash receipts cycles. He/she will be required to ensure the smooth, uninterrupted and synchronised running of business technology.

Systematic and logical, he is also responsible for knowledge management and data integrity, accuracy and completeness of data knowledge assets. He is also expected to deal with internal and external stakeholders to accomplish his work.

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS

- Perform Data Management Tasks
  - Perform analysis and research
  - Provide operational support in data management initiatives across the organisation

- Perform Technology Application and Integration Tasks
  - Gather information on reputable sources and partners of latest technology trends
  - Work with team members to support technology projects
  - Apply latest technology to support team operations improvement activities

- Perform Business Administration Tasks
  - Communicate requirements and activities to stakeholders
  - Work with allocated resources to ensure alignment of interests within business activities
  - Execute operational policies, standards and procedures
  - Perform basic risk assessment
  - Perform standard and established compliance administrative activities

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

- Cargo Tracking System Administration Level 2
- Customer Management Level 2
- Data and Statistical Analytics Level 2
- Information Technology and Network Security Level 3
- Intellectual Property (IP) Management Level 2
- Knowledge Management Level 3
- Logistics Solution Product/Project Management Level 3
- Market Research Level 2
- Process Improvement and Optimisation Level 2
- Risk Management and Administration Level 1
- Transport Management System Administration Level 2
- Transportation Hub/Control Centre Administration Level 2
- Warehouse Management System (WMS) Administration Level 2

GENERIC SKILLS AND COMPETENCIES (TOP 5)

- Creative Thinking Basic
- Communication Basic
- Problem Solving Basic
- Transdisciplinary Thinking Basic
- Virtual Collaboration Basic

With more than 20 years of experience under her belt, Supriya Rao Patwardhan has witnessed first-hand the impact of modernisation on logistics. Supriya started her career as an Analyst with DHL, where she was involved in developing systems for DHL’s business.

Working her way through the ranks, Supriya’s current role as Chief Information Officer (CIO) consists of both strategic and tactical engagements. “With the increasing focus on e-commerce, business-to-consumer transactions (B2C), and digitalisation, the role of the CIO is about guiding the organisation to the right technologies and opportunities, creating a competitive edge for the enterprise and value for its customers,” Supriya explains.

There is also an emphasis on information technology (IT) in any successful logistics operation. “In DHL Express, we often say the data is as important as the shipment – customers want to know where their shipment is throughout its journey from pickup at origin to delivery at the destination,” she says. This data comes from the IT systems that underpin all business processes.

Having a global team based in seven different locations also poses unique challenges. The team has to work around different time zones. This includes having the flexibility to work remotely when required. However, a diverse team is what makes work thoroughly enjoyable for Supriya. “All of us are focused on delivering the best results. Any differences in culture are enriching and interesting.”

As for Supriya’s vision of logistics in the coming years: “The Logistics Industry of the future is being redefined by advances in technology such as drones and self-driving vehicles for delivery, robotics for better management of warehouses, big data for greater business insights, and Internet of Things (IOT) and Artificial Intelligence (AI) for seamless integration with customers’ lives.” This is exactly what makes logistics exciting – new technologies and trends that will keep the sector on its toes.

“"The Logistics Industry of the future is being redefined by advances in technology such as drones and self-driving vehicles for delivery, robotics for better management of warehouses, big data for greater business insights, and Internet of Things (IOT) and Artificial Intelligence (AI) for seamless integration with customers’ lives.""
Logistics Data Specialist/Master Data Analyst/Master Data Executive

JOB ROLE DESCRIPTION

The Logistics Data Specialist/Master Data Analyst/Master Data Executive is responsible for executing all business intelligence and data-related activities including setting up databases, obtaining and managing data, performing data analysis and validating data. He/she is also responsible for managing Electronic Data Interchange (EDI) data and knowledge management projects and performing system reviews to improve the system.

Systematic and logical, he is required to handle data and data analytics. He is also expected to coordinate closely with data owners to obtain data and work under time pressure.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Data Analytics Tasks

- Analyse and research outputs to offer explanations for data findings
- Analyse data, analysis and research to determine weaknesses in evidence, quality and limitations of analytics
- Analyse the wider implications of analysis and research to draw inferences on logistics operations
- Manage data through a combination of data mining, modelling, analysis, cost-benefit analysis, process mapping and/or problem analysis to support data management initiatives
- Analyse data sets to develop tools and solutions that identify logistics process improvement opportunities
- Develop data management systems and databases for logistics process improvements
- Propose big data analytics developments in supporting logistics operations

Perform Logistics Solutioning Tasks

- Propose ways to eliminate gaps and weaknesses in supply chain operations
- Develop plans to implement innovative logistics solutions
- Develop non-established supply chain operations for clients
- Recommend innovative logistics solutions that address customer needs

Perform Technology Application and Integration Tasks

- Review latest technology trends for application to logistics business
- Facilitate key activities and milestones in technology projects
- Adapt latest technology to support team operations improvement activities
- Develop technology solutions and automations to improve processes

Perform Business Administration Tasks

- Evaluate risk factors that impact on efficiency
- Facilitate delivery of key outcomes within team/departmental projects
- Facilitate team/departmental projects

Logistics Data Specialist/Master Data Analyst/Master Data Executive

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

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</tr>
</thead>
<tbody>
<tr>
<td>Customer Management Level 4</td>
<td>Communication Advanced</td>
</tr>
<tr>
<td>Data and Statistical Analytics</td>
<td>Problem Solving Intermediate</td>
</tr>
<tr>
<td>Enterprise Database System</td>
<td>Resource Management Intermediate</td>
</tr>
<tr>
<td>Administration Level 4</td>
<td>Service Orientation Intermediate</td>
</tr>
<tr>
<td>Financial Management Level 4</td>
<td>Transdisciplinary Thinking Intermediate</td>
</tr>
<tr>
<td>Information Technology and Network Security Level 4</td>
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</tr>
<tr>
<td>Intellectual Property (IP)</td>
<td>Logistics Operations Research and Planning Level 4</td>
</tr>
<tr>
<td>Management Level 3</td>
<td>Market Research Level 4</td>
</tr>
<tr>
<td>Logistics Operations and Planning</td>
<td>Process Improvement and Optimisation Level 4</td>
</tr>
<tr>
<td>Risk Management and Administration</td>
<td>Stakeholder Management Level 4</td>
</tr>
<tr>
<td>Technology Application and</td>
<td>Technology Infrastructure Management</td>
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<tr>
<td>Integration Level 4</td>
<td>and Integration Level 4</td>
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</table>

JOB ROLE DESCRIPTION

The Logistics Data Specialist/Master Data Analyst/Master Data Executive is responsible for executing all business intelligence and data-related activities including setting up databases, obtaining and managing data, performing data analysis and validating data. He/she is also responsible for managing Electronic Data Interchange (EDI) data and knowledge management projects and performing system reviews to improve the system.

Systematic and logical, he is required to handle data and data analytics. He is also expected to coordinate closely with data owners to obtain data and work under time pressure.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Perform Data Analytics Tasks

- Analyse and research outputs to offer explanations for data findings
- Analyse data, analysis and research to determine weaknesses in evidence, quality and limitations of analytics
- Analyse the wider implications of analysis and research to draw inferences on logistics operations
- Manage data through a combination of data mining, modelling, analysis, cost-benefit analysis, process mapping and/or problem analysis to support data management initiatives
- Analyse data sets to develop tools and solutions that identify logistics process improvement opportunities
- Develop data management systems and databases for logistics process improvements
- Propose big data analytics developments in supporting logistics operations

Perform Logistics Solutioning Tasks

- Propose ways to eliminate gaps and weaknesses in supply chain operations
- Develop plans to implement innovative logistics solutions
- Develop non-established supply chain operations for clients
- Recommend innovative logistics solutions that address customer needs

Perform Technology Application and Integration Tasks

- Review latest technology trends for application to logistics business
- Facilitate key activities and milestones in technology projects
- Adapt latest technology to support team operations improvement activities
- Develop technology solutions and automations to improve processes

Perform Business Administration Tasks

- Evaluate risk factors that impact on efficiency
- Facilitate delivery of key outcomes within team/departmental projects
- Facilitate team/departmental projects
Business Process Excellence Engineer/Operations Specialist/Industrial Operations Engineer

JOB ROLE DESCRIPTION
The Business Process Excellence Engineer/Operations Specialist/Industrial Operations Engineer is responsible for using analytical and quantitative methods to carry out business process reengineering. He/she is responsible for analysing performance, identifying problems, and developing proposals and recommendations, e.g. digitalisation/automation to enhance logistics planning and operations, to streamline operations and improve efficiency to achieve cost savings.

Analytical and logical, he is required to identify areas for improvement and perform complex operations research and analytics. He is also expected to coordinate closely with internal and external stakeholders to implement new processes.

CRITICAL WORK FUNCTIONS AND KEY TASKS

**Perform Business Process Improvement Activities**

- Review business process improvement solutions to determine effectiveness
- Analyse the costs and benefits of the current business processes within warehouse operations
- Propose better ways to approach problems through synthesising and reorganising the problem information
- Analyse risks associated with different approaches of process changes
- Propose business process improvements through workflow analysis methods to support system developments throughout project life cycle
- Implement knowledge management system
- Facilitate adherence to quality procedures

**Perform Logistics Solutioning Tasks**

- Propose ways to eliminate gaps and weaknesses in supply chain operations
- Develop plans to implement innovative logistics solutions
- Develop non-established supply chain operations for customers
- Recommend innovative logistics solutions that address customer needs

**Perform Technology Application and Integration Tasks**

- Review latest technology trends for application to logistics business
- Facilitate key activities and milestones in technology projects
- Adapt latest technology to support team operations improvement activities
- Develop technology solutions and automations to improve processes

**Perform Business Administration Tasks**

- Manage stakeholders to monitor completion of requirements and activities
- Recommend allocation of resources across different business activities
- Align resources management (manpower and asset) strategies with business strategies across different business activities
- Propose operational policies, standards and procedures
- Develop alternatives to enhance operational policies, standards and procedures
- Supervise teams at work
- Facilitate team/departmental projects

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**SKILLS AND COMPETENCIES**

**TECHNICAL SKILLS AND COMPETENCIES**

- Automation Design Level 4
- Autonomous Logistics Design and Application Level 4
- Cloud Computing Application Level 4
- Data and Statistical Analytics Level 4
- Financial Management Level 4
- Information Technology and Network Security Level 4
- Intellectual Property (IP) Management Level 4
- Knowledge Management Level 4
- Logistics Operations Research and Planning Level 4
- Logistics Process Quality Management Level 4
- Market Research Level 4
- Process Improvement and Optimisation Level 4
- Risk Management and Administration Level 2
- Stakeholder Management Level 4
- Supply Chain Solutioning/Modelling/Planning/Strategising Level 4

**GENERIC SKILLS AND COMPETENCIES (TOP 5)**

- Communication Intermediate
- Problem Solving Intermediate
- Service Orientation Intermediate
- Transdisciplinary Thinking Intermediate
- Virtual Collaboration Intermediate
Logistics IT Executive/Digital Services Executive/Logistics System Analyst

JOB ROLE DESCRIPTION

The Logistics IT Executive/Digital Services Executive/Logistics System Analyst is responsible for providing IT technical support for logistics operations systems including planning, setting up, troubleshooting and implementation. He/she is also responsible for small scale project management, development, quality assurance, security and review of logistics IT solutions (applications, networks and infrastructure).

Analytical and logical, he is required to manage small scale IT projects and analyse IT issues raised. He is also expected to deal with internal and external stakeholders to accomplish his work.

CRITICAL WORK FUNCTIONS AND KEY TASKS

CRITICAL WORK FUNCTIONS

Perform IT Account Management Tasks
- Manage key accounts through maintaining close contact with stakeholders
- Collaborate with customers to ensure effective implementation of customers' IT projects
- Determine basic customer requirements to develop IT solutions
- Determine implicit customer requirements through close interaction with customers to develop advance IT solutions

Perform IT Technical Tasks
- Suggest IT enabled processes and systems to improve customer experience
- Review IT enabled processes and systems for areas of improvement
- Implement standardised customer-centric IT solutions
- Review customer needs to determine suitability of IT solutions
- Implement customised IT solutions to meet customer needs

Perform Technology Application and Integration Tasks
- Work with team members to support technology projects
- Facilitate key activities and milestones in technology projects
- Gather information on reputable sources and partners of latest technology trends
- Gather information on the latest technology trends
- Apply latest technology to improve operations in own work areas
- Leverage on latest technology to support team operations improvement activities

Perform Data Management Tasks
- Facilitate operational support in data management initiatives across the organisation

Drive Business Administration Operations
- Communicate requirements and activities to stakeholders
- Manage stakeholders to monitor completion of requirements and activities
- Work with allocated resources to ensure alignment of interest within business activities
- Optimize use of allocated resources within business activities
- Apply operational policies, standards and procedures
- Perform basic risk assessments

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Customer Management Level 3
Enterprise Database System Administration Level 3
Information Technology and Network Security Level 3
Knowledge Management Level 3
Logistics Process Quality Management Level 3
Process Improvement and Optimisation Level 2
Risk Management and Administration Level 1
Technology Application Level 3
Technology Infrastructure Management and Integration Level 3

GENERIC SKILLS AND COMPETENCIES (TOP 5)

Communication Intermediate
Problem Solving Intermediate
Resource Management Intermediate
Service Orientation Intermediate
Transdisciplinary Thinking Intermediate

Logistics IT Executive/Digital Services Executive/Logistics System Analyst
**Operations Integration Specialist/System Integration Engineer/Infrastructure Specialist**

### JOB ROLE DESCRIPTION

The Operations Integration Specialist/System Integration Engineer/Infrastructure Specialist is responsible for development or project management of complex logistics IT systems. He/she is also responsible for assessing and integrating IT applications, networks and infrastructure solutions with logistics business operation needs.

Analytical and systematic, he is required to manage complex IT projects and analyse system and infrastructure integration plans. He is also expected to coordinate closely with internal and external stakeholders to implement IT systems.

#### CRITICAL WORK FUNCTIONS AND KEY TASKS

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• Determine basic customer requirements to develop IT solutions  
• Determine implicit customer requirements through close interaction with customers to develop advanced IT solutions |
| Perform IT Technical Tasks | • Integrate new enabled IT processes and systems across functions  
• Implement integrated IT solutions through cost-benefit analysis to serve complex customer needs |
| Perform Technology Application and Integration Tasks | • Gather information on reputable sources and partners of latest technology trends  
• Review latest technology trends for application to logistics business  
• Facilitate key activities and milestones in technology projects  
• Adapt latest technology to support team operations improvement activities  
• Facilitate Electronic Data Interchange (EDI) procedures with relevant parties, such as Warehouse Management System (WMS) connection with customers or e-filing with customs  
• Recommend areas of logistics operations where use of Electronic Data Interchange (EDI) procedures can improve ease of information exchanges |
| Perform Programme Management Tasks | • Facilitate different aspects of project management based on priorities and needs  
• Develop integrated project plans that include scope and resources required  
• Develop projects to meet cost and benefit targets of a programme |
| Perform Business Administration Tasks | • Work with allocated resources to ensure alignment of interests within business activities  
• Optimise use of allocated resources within business activities  
• Apply operational policies, standards and procedures  
• Evaluate risk factors that impact efficiency |

### SKILLS AND COMPETENCIES

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<td>Autonomous Logistics Design and Application</td>
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</table>
| Contract/Vendor Management | Level 3  
Problem Solving Intermediate |
| Enterprise Database System Administration | Level 4  
Service Orientation Intermediate |
| Information Technology and Network Security | Level 4  
Teamwork Intermediate |
| Innovation Management | Level 4  
Transdisciplinary Thinking Intermediate |
| Integrated System Design and Application | Level 4 |
| Logistics Operations Research and Planning | Level 4 |
| Logistics Solution Product/Project Management | Level 4 |
| Market Research | Level 3 |
| Material Flow Modelling | Level 3 |
| Risk Management Administration | Level 2 |
| Stakeholder Management | Level 3 |
| Technology Application | Level 4 |
| Technology Infrastructure Management and Integration | Level 4 |
IT Business Solutions Project Specialist/
Digital Services Project Specialist

JOB ROLE DESCRIPTION

The IT Business Solutions Project Specialist/Digital Services Project Specialist is responsible for providing consultancy and executing logistics IT business solutions including analysing and identifying customer needs, communicating and seeking endorsements for potential solutions, designing and implementing logistics system solutions for customers. He/she is also responsible for business account management.

Analytical and systematic, he is required to explore solutions and identify ways to work closely with internal and external stakeholders on IT systems and IT solutions.

CRITICAL WORK FUNCTIONS AND KEY TASKS

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| Perform IT Account Management Tasks | • Manage key accounts through maintaining close contact with stakeholders  
• Collaborate with customers to ensure effective implementation of customers’ IT projects  
• Determine basic customer requirements to develop IT solutions  
• Determine implicit customer requirements through close interaction with customers to develop advanced IT solutions |
| Perform IT Technical Tasks | • Review IT enabled processes and systems for areas of improvement  
• Integrate new enabled IT processes and systems across functions  
• Develop network security of IT enabled processes and systems  
• Implement customised IT solutions to meet customer needs  
• Implement integrated IT solutions through cost-benefit analysis to serve complex customer needs |
| Perform Technology Application and Integration Tasks | • Gather information on the latest technology trends  
• Review latest technology trends for application to logistics business  
• Facilitate key activities and milestones in technology projects  
• Adapt latest technology to support team operations improvement activities |
| Perform Programme Management Tasks | • Facilitate delivery of key outcomes within team/departmental projects  
• Facilitate administrative support for project management processes  
• Facilitate different aspects of project management based on priorities and needs  
• Recommend resources required for project activities accurately  
• Develop integrated project plans that include scope and resources required  
• Facilitate project activities in accordance to analysis and investment valuation concepts |
| Perform Business Administration Tasks | • Work with allocated resources to ensure alignment of interests within business activities  
• Optimise use of allocated resources within business activities  
• Apply operational policies, standards and procedures  
• Evaluate risk factors that impact on efficiency |

IT Business Solutions Project Specialist/
Digital Services Project Specialist

CRITICAL WORK FUNCTIONS

Perform IT Account Management Tasks
• Manage key accounts through maintaining close contact with stakeholders
• Collaborate with customers to ensure effective implementation of customers’ IT projects
• Determine basic customer requirements to develop IT solutions
• Determine implicit customer requirements through close interaction with customers to develop advanced IT solutions

Perform IT Technical Tasks
• Review IT enabled processes and systems for areas of improvement
• Integrate new enabled IT processes and systems across functions
• Develop network security of IT enabled processes and systems
• Implement customised IT solutions to meet customer needs
• Implement integrated IT solutions through cost-benefit analysis to serve complex customer needs

Perform Technology Application and Integration Tasks
• Gather information on the latest technology trends
• Review latest technology trends for application to logistics business
• Facilitate key activities and milestones in technology projects
• Adapt latest technology to support team operations improvement activities

Perform Programme Management Tasks
• Facilitate delivery of key outcomes within team/departmental projects
• Facilitate administrative support for project management processes
• Facilitate different aspects of project management based on priorities and needs
• Recommend resources required for project activities accurately
• Develop integrated project plans that include scope and resources required
• Facilitate project activities in accordance to analysis and investment valuation concepts

Perform Business Administration Tasks
• Work with allocated resources to ensure alignment of interests within business activities
• Optimise use of allocated resources within business activities
• Apply operational policies, standards and procedures
• Evaluate risk factors that impact on efficiency

JOB ROLE DESCRIPTION

The IT Business Solutions Project Specialist/Digital Services Project Specialist is responsible for providing consultancy and executing logistics IT business solutions including analysing and identifying customer needs, communicating and seeking endorsements for potential solutions, designing and implementing logistics system solutions for customers. He/she is also responsible for business account management.

Analytical and systematic, he is required to explore solutions and identify ways to work closely with internal and external stakeholders on IT systems and IT solutions.

CRITICAL WORK FUNCTIONS

Perform IT Account Management Tasks
• Manage key accounts through maintaining close contact with stakeholders
• Collaborate with customers to ensure effective implementation of customers’ IT projects
• Determine basic customer requirements to develop IT solutions
• Determine implicit customer requirements through close interaction with customers to develop advanced IT solutions

Perform IT Technical Tasks
• Review IT enabled processes and systems for areas of improvement
• Integrate new enabled IT processes and systems across functions
• Develop network security of IT enabled processes and systems
• Implement customised IT solutions to meet customer needs
• Implement integrated IT solutions through cost-benefit analysis to serve complex customer needs

Perform Technology Application and Integration Tasks
• Gather information on the latest technology trends
• Review latest technology trends for application to logistics business
• Facilitate key activities and milestones in technology projects
• Adapt latest technology to support team operations improvement activities

Perform Programme Management Tasks
• Facilitate delivery of key outcomes within team/departmental projects
• Facilitate administrative support for project management processes
• Facilitate different aspects of project management based on priorities and needs
• Recommend resources required for project activities accurately
• Develop integrated project plans that include scope and resources required
• Facilitate project activities in accordance to analysis and investment valuation concepts

Perform Business Administration Tasks
• Work with allocated resources to ensure alignment of interests within business activities
• Optimise use of allocated resources within business activities
• Apply operational policies, standards and procedures
• Evaluate risk factors that impact on efficiency
## Logistics Innovation and Process Improvement Manager/Customer and Logistics Systems Manager

### JOB ROLE DESCRIPTION

The Logistics Innovation and Process Improvement Manager/Customer and Logistics Systems Manager is responsible for managing innovation and process improvement projects and multiple IT systems to support customer service and logistics operations business needs. This includes analysing systems’ effectiveness, cost and benefit models, and performance. He/she is also responsible for managing systems support and development resources, including internal assets and external vendors.

Resourceful and analytical, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

### CRITICAL WORK FUNCTIONS AND KEY TASKS

<table>
<thead>
<tr>
<th>CRITICAL WORK FUNCTIONS</th>
<th>KEY TASKS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Drive Data Analytics Operations</strong></td>
<td>• Analyse the wider implications of analysis and research to draw inferences on logistics operations • Influence key stakeholders on risks and implications resulting from analysis and research • Develop data management systems and databases for logistics process improvements • Review data management systems and databases for improvement to data management operations • Review costs and benefits of big data solutions to identify the most appropriate approaches to address business needs • Influence key stakeholders to adopt big data solutions</td>
</tr>
<tr>
<td><strong>Drive Business Administration Operations</strong></td>
<td>• Influence stakeholders’ perspectives of requirements and activities • Develop measures to improve vendor management capability in the organisation • Review allocation of resources across different business activities • Manage operational policies, standards and procedures • Manage strategic project plans to align projects with business strategies • Develop alternatives to enhance operational policies, standards and procedures • Review projects to meet cost and benefit targets of a programme • Evaluate programmes to influence bottom line of organisation</td>
</tr>
<tr>
<td><strong>Drive Business Process Improvement</strong></td>
<td>• Review business process improvement solutions to determine effectiveness • Analyse the costs and benefits of the current business processes within warehouse operations • Propose better ways to approach problems through synthesising and reorganising the problem information • Analyse risks associated with different approaches of process changes • Propose business process improvements through workflow analysis methods to support system developments throughout project life cycle • Enforce adherence to quality procedures</td>
</tr>
<tr>
<td><strong>Drive Logistics Solutioning Services</strong></td>
<td>• Propose ways to eliminate gaps and weaknesses in supply chain operations • Develop plans to implement innovative logistics solutions • Develop non-established supply chain operations for customers • Recommend innovative logistics solutions that address customer needs</td>
</tr>
<tr>
<td><strong>Drive Technology Application and Integration Activities</strong></td>
<td>• Determine key messages to communicate to internal stakeholders for application of latest technology trends • Drive organisational discussions on adoption of the latest technology innovations • Drive the successful completion of technology projects • Integrate technology solutions and automations to replace inefficient processes • Manage the impact of implementing technology enablers on organisational operations • Manage impact of the use of technology/electronic tools and devices on organisational performance</td>
</tr>
</tbody>
</table>

### TECHNICAL SKILLS AND COMPETENCIES | GENERIC SKILLS AND COMPETENCIES (TOP 5)

| Automation Design | Level 5 | Communication | Advanced |
| Autonomous Logistics Design and Application | Level 5 | Leadership | Advanced |
| Business Continuity Management | Level 4 | Managing Diversity | Advanced |
| Change Management | Level 5 | Problem Solving | Advanced |
| Data and Statistical Analytics | Level 4 | Transdisciplinary Thinking | Intermediate |
| Enterprise Database System Administration | Level 5 |
| Financial Management | Level 4 |
| Information Technology and Network Security | Level 6 |
| Logistics Operations Research and Planning | Level 5 |
| Market Research | Level 5 |
| Process Improvement and Optimisation | Level 5 |
| Risk Management and Administration | Level 3 |
| Stakeholder Management | Level 5 |
| Strategy Implementation | Level 4 |
| Strategy Planning | Level 5 |
| Technology Infrastructure Management and Integration | Level 5 |
IT Business Solutions Manager/Digital Services Manager

JOB ROLE DESCRIPTION

The IT Business Solutions Manager/Digital Services Manager is responsible for managing business development processes and implementing logistics IT business solutions for customers, including managing post implementation optimisation. He/she is also responsible for managing IT solutioning business resources, including manpower, internal assets and external vendors.

Resourceful and analytical, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Drive Business Administration Operations
• Influence stakeholders’ perspectives of requirements and activities
• Develop measures to improve vendor management capability in the organisation
• Review allocation of resources across different business activities
• Align resources management (manpower and asset) strategies with business strategies across different business activities
• Manage operational policies, standards and procedures
• Develop alternatives to enhance operational policies, standards and procedures
• Develop risk mitigation plans

Drive IT Technical Operations
• Integrate new enabled IT processes and systems across functions
• Align organisational IT strategies with customer experience strategies
• Manage network security of IT enabled processes and systems
• Manage integrated IT solutions through cost-benefit analysis to serve complex customer needs
• Review customers’ IT enterprise architectures to further improve system integration

Drive IT Account Management Operations
• Develop new businesses enabled by IT
• Influence customers to identify new businesses that can be enabled by IT
• Influence key accounts’ needs to maximise IT solutioning revenue generation
• Drive market needs for IT solutions to increase market share

Drive Programme Management Activities
• Lead team/departmental projects
• Influence department heads to achieve desired results
• Review different aspects of project management based on priorities and needs
• Develop strategic project plans to align projects with business strategy
• Review projects to meet cost and benefit targets of a programme
• Evaluate programmes to influence bottom line of organisation
• Influence key account managers to identify new businesses and grow relationships that assist in revenue generation in multiple verticals

CRITICAL WORK FUNCTIONS

Drive Technology Application and Integration Activities
• Determine key messages to communicate to internal stakeholders for application of latest technology trends
• Drive organisational discussions on adoption of the latest technology innovations
• Facilitate interactions between internal and external partners to design technology projects
• Facilitate interactions between internal and external partners to implement technology projects
• Drive the successful completion of technology projects
• Develop technology solutions and automations to improve processes
• Review areas in logistics operations where technology can enhance processes
• Integrate technology solutions and automations to replace inefficient processes

SKILLS AND COMPETENCIES

Generic Skills and Competencies (Top 5)

Business Continuity Management Level 4 Communication Advanced
Business Development Level 5 Leadership Advanced
Change Management Level 5 Managing Diversity Advanced
Cloud Computing Application Level 5 Problem Solving Advanced
E-Logistics IT Solutioning Level 5 Resource Management Advanced

Financial Management Level 4
Information Technology and Network Security Level 5
Innovation Management Level 4
Integrated System Design and Application Level 5
Logistics Solution Design Thinking Level 5
Logistics Solution Sales Level 5
Market Research Level 5
Risk Management and Administration Level 3
Stakeholder Management Level 5
Strategic Service Excellence Level 5
Strategy Implementation Level 5
Technology Infrastructure Management and Integration Level 5

IT Business Solutions Manager/Digital Services Manager

JOB ROLE DESCRIPTION

The IT Business Solutions Manager/Digital Services Manager is responsible for managing business development processes and implementing logistics IT business solutions for customers, including managing post implementation optimisation. He/she is also responsible for managing IT solutioning business resources, including manpower, internal assets and external vendors.

Resourceful and analytical, he is required to manage resources and obtain buy-in from internal and external stakeholders. He is also expected to lead a department and make business decisions independently.

CRITICAL WORK FUNCTIONS AND KEY TASKS

Drive Business Administration Operations
• Influence stakeholders’ perspectives of requirements and activities
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CRITICAL WORK FUNCTIONS

Drive Technology Application and Integration Activities
• Determine key messages to communicate to internal stakeholders for application of latest technology trends
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• Drive the successful completion of technology projects
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SKILLS AND COMPETENCIES

Generic Skills and Competencies (Top 5)

Business Continuity Management Level 4 Communication Advanced
Business Development Level 5 Leadership Advanced
Change Management Level 5 Managing Diversity Advanced
Cloud Computing Application Level 5 Problem Solving Advanced
E-Logistics IT Solutioning Level 5 Resource Management Advanced

Financial Management Level 4
Information Technology and Network Security Level 5
Innovation Management Level 4
Integrated System Design and Application Level 5
Logistics Solution Design Thinking Level 5
Logistics Solution Sales Level 5
Market Research Level 5
Risk Management and Administration Level 3
Stakeholder Management Level 5
Strategic Service Excellence Level 5
Strategy Implementation Level 5
Technology Infrastructure Management and Integration Level 5
Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager

JOB ROLE DESCRIPTION

The Chief Executive Officer/Chief Operating Officer/Managing Director/General Manager is responsible for strategising and providing the overall strategic direction of the organisation within guidelines set by a board of directors or similar governing body, translating the organisation vision and goals into action steps with the help of a management team. He/she is also responsible for managing overall organisational resources and represents the organisation with clients, investors and business partners.

Resourceful and persuasive, he needs to manage the organisation, is a strategic advocate and to persuade and convince partners. He is also expected to be responsible for the organisation’s outcomes and results and take the lead in mentoring the senior management team to be future leaders of the organisation and for succession.

Critical Work Functions and Key Tasks

Drive Business Administration Operations
- Drive and expand recurring revenue streams within the framework of the organisation’s vision and overall objectives
- Front development, communication and implementation of effective growth strategies and processes
- Drive development of business continuity and succession management for mission critical roles that have financial impact to the organisation
- Foster a value-based culture and a culture of accountability in the organisation
- Lead high-performing teams, attract and retain talent, provide mentorship and guidance to management
- Drive development of resource and cost management optimisation plans based on the market practice and business environment

Drive Business Development Operations
- Cultivate strong relationships with public and private sector stakeholders

Drive Business Process Improvement Activities
- Provide overall and strategic leadership, develop long-term planning and lead to realise the organisation’s growth agenda
- Drive improvements to the organisation’s operations through feedback and identification of issues

Drive Compliance Activities and Operations
- Drive the organisation’s governance, compliance issues and reporting, including but not limited to sound fiscal management

Drive Technology Application and Integration Activities
- Drive organisational transformation projects and programmes development

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES
- Business Continuity Management Level 5
- Business Development Level 5
- Business Negotiation Level 5
- Change Management Level 5
- Corporate Governance Level 5
- Customer Management Level 5
- Financial Management Level 6
- Public Relations Management Level 5
- Public-Private-Individual Partnership Collaboration Level 5
- Risk Management and Administration Level 5
- Stakeholder Management Level 5
- Strategic Human Resource Management Level 6
- Strategic Service Excellence Level 6
- Strategy Implementation Level 5
- Strategy Planning Level 6

GENERIC SKILLS AND COMPETENCIES (TOP 5)
- Communication Advanced
- Developing People Advanced
- Problem Solving Advanced
- Resource Management Advanced
- Service Orientation Advanced
## Overview of Technical Skills and Competencies (TSC)

### Business Management

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>TSC Title</th>
<th>TSC Description</th>
<th>Proficiency Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Management and Administration</td>
<td>Identify, assess and prioritise risks and apply resources to mitigate risks and impact of incidents</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Change Management</td>
<td>Manage people, processes, tools and techniques to help organisation make successful transitions, resulting in adoption and realisation of changes</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Business Continuity Management</td>
<td>Manage plans to establish processes and procedures so as to minimise interruptions to critical business functions and to re-establish full functionality to organisation as soon as possible</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Innovation Management</td>
<td>Manage decisions, activities and practices that translate ideas to realisation for purpose of generating business value</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Intellectual Property (IP) Management</td>
<td>Establish organisational IP goals, manage and implement collection of IP materials to support IP reviews and registration processes</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Data and Statistical Analytics</td>
<td>Identify data sets for application of statistical techniques to analyse and interpret large complex data to uncover trends or patterns in order to locate and define new process improvement opportunities</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Strategy Planning</td>
<td>Develop organisational strategies and policies by analysing impact of internal and external influencing factors and seeking consultations from relevant stakeholders</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Strategy Implementation</td>
<td>Evaluate the impact of critical business functions, conduct situational analysis and formulate, review and refine business function strategies</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Public Relations Management</td>
<td>Manage organisation’s strategic direction in the management of the organisation’s corporate reputation. It also includes setting the communications agenda, identifying opportunities and threats, prioritising the issues relating to these, building upon corporate ethics and governance, incorporating these into the organisation’s policies and communicating strategies to all stakeholders</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Strategic Human Resource Management</td>
<td>Establish strategies, policies and principles aligned with business objectives and leverage on organisational culture to enhance integration and maximisation of employee contributions</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Strategic Service Excellence</td>
<td>Establish strategies and operating principles to consistently meet and manage customer’s expectations in order to support business requirements</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>Establish guide and endorse organisation’s corporate governance and compliance policies. This includes being aware of the regulatory frameworks and global leading practices in similar organisations</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Financial Management</td>
<td>Manage organisation’s short-term and long-term financial needs. This involves reviewing organisation’s financial risk position and refining the finance and financial risk philosophy of the organisation</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
</tbody>
</table>

### Equipment, Shipment and Cargo Handling

<table>
<thead>
<tr>
<th>TSC Category</th>
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<th>Proficiency Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material Handling Equipment (MHE) Handling</td>
<td>Operate mechanised material handling equipment including the movement, storage, control and protection of materials, goods and products</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Equipment Maintenance</td>
<td>Perform equipment maintenance including preparation, preventive and breakdown maintenance</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Shipment Lead Planning and Pallatiation/ Consolidation</td>
<td>Optimise pallet load configuration and consolidation for shipments</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Container Loading and Unloading Administration</td>
<td>Conduct cargo operations associated with interpretation and application of instructions, regulations, procedures and information associated with loading, unloading, stuffing, unstuffing, stowage and care of cargo</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Cargo Lifting</td>
<td>Conduct cargo operations associated with heavy lift freight including oversized loads</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Freight Forwarding</td>
<td>Cargo Receipt and Inspection</td>
<td>Conduct cargo operations associated with the instructions, procedures and labels relevant to the processing of the receipt and delivery of containers and cargo</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>Cargo Issuance and Dispatch</td>
<td>Maintain conditions and stipulated requirements for compliance before issuance and dispatch of imported cargo</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Cargo Security Control</td>
<td>Maintain security in cargo environment including legislations and regulatory requirements</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Cold Chain Operations Administration</td>
<td>Perform processes involved in cold chain management which include packaging and material handling equipment for storage and during transportation</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Time Sensitive Cargo Delivery Management</td>
<td>Plan and manage transportation of cargo with time-sensitive delivery window</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Livestock Cargo Administration</td>
<td>Arrange transportation of livestock cargo including documentation, cargo inspection and compliance with regulatory requirements</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Cargo Tracking System Administration</td>
<td>Perform processes in tracking of cargo movement via various forms of transport</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Import and Export Documentation Administration</td>
<td>Administer shipping documents associated with the import and export of goods</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Freight Insurance Administration</td>
<td>Perform freight insurance documentation covered for goods during shipment including cargo insurance purchased directly from shippers or third-party insurers</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Freight and Cargo Claim Administration</td>
<td>Perform claim documentation and procedures including filing and monitoring of claims and claim resolution</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>International Trade Legislation Compliance</td>
<td>Identify all aspects of international trade processes and foreign and multilateral trade laws for regulatory compliance</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
<tr>
<td>Pricing for Cargo Services and Operations</td>
<td>Apply knowledge in cargo rating together with understanding needs of shippers and consignees for developing reliable and affordable transportation solutions</td>
<td>1 2 3 4 5 6</td>
<td></td>
</tr>
</tbody>
</table>
### Overview of Technical Skills and Competencies (TSC)

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</thead>
<tbody>
<tr>
<td><strong>Process Improvement</strong></td>
<td>Logistics Operations Research and Planning</td>
<td>Adopt advanced quantitative methods to analyse, design, plan and control logistics systems in order to support business requirements</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Logistics Process Quality Management</td>
<td>Apply processes to align all components of business with quality requirements of the organisation in order to maximise quality and reduction of waste</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Process Improvement and Optimisation</td>
<td>Adopt process mining tools to discover critical processes and maximise these processes to achieve maximum efficiency in accordance with organisation procedures</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td><strong>Solutioning AND Programme Management</strong></td>
<td>Logistics Solution Sales</td>
<td>Identify customer needs, evaluate these needs and identify probable solutions so as to sell logistics solutions and services to solve the needs of customers</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Logistics Solution Marketing</td>
<td>Plan, implement and control business activities to conduct buying and selling of product offerings or services between buyers and sellers of logistics services</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Logistics Solution Design Thinking</td>
<td>Construct solutions based upon logic, imagination, intuition and systemic reasoning to explore possibilities of what can be and create desired outcomes that benefit the organisation and customers when designing logistics solution</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Material Flow Modelling</td>
<td>Analyse the inflow and outflow of material, substance or product flows across different industrial sectors or within ecosystems to achieve optimisation</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Supply Chain Solving/Modelling/Planning/Strategising</td>
<td>Develop new operating models and solutions for customers to manage their supply chain needs as well as improve inventory levels, delivery time and cost saving</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Material Management [Planning, Sourcing, Use, Disposal]</td>
<td>Establish plans, organisation procedures and controls of flow of materials from the point of origin to the point of consumption and disposal</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Logistics Solution Product/Project Management</td>
<td>Manage activities to meet project requirements and translate to plans that deliver ontime, on-budget learning and integration that organisations need</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Vertical Programme Management</td>
<td>Manage logistics/supply chain programmes and customers in niche areas</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Retail Logistics Administration</td>
<td>Manage and administer modern distribution systems, create movement plans, manage availability of infrastructure in order to ensure profitability is maximised by the logistics systems</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Event Logistics Administration</td>
<td>Manage and administer activities through deployment and withdrawal of resources according to schedule to ensure efficient supply to customer of the product and the supply of facilities to and from event sites</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Engineering Installation Design</td>
<td>Produce engineering plans for the installation and assembly of new products using a systematic approach to design. It also includes seeking endorsement from key stakeholders</td>
<td>1 2 3 4 5 6</td>
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<tr>
<td><strong>Solutioning AND Programme Management</strong></td>
<td>Automation Design</td>
<td>Manage control systems and information technology to reduce the need for human work in the production of goods and services in order to streamline operations in terms of speed, reliability and product output</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Bulk Cargo Administration</td>
<td>Manage and administer transportation for unpacked commodity cargo (both liquid and dry) in large quantities</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Autonomous Logistics Design and Application</td>
<td>Identify suitable models in the design and implementation of autonomous machines in existing operations, as well as formulate and present validating strategies for management’s approval and review and refine them on a continuous basis</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td><strong>Stakeholder and Customer Management</strong></td>
<td>Order Fulfilment Administration</td>
<td>Administer receiving, processing, delivery and optimisation processes for orders in order to support business and customer requirements</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Market Research</td>
<td>Establish procedures in gathering, analysing and interpreting information about markets, products or services to be offered in a particular market and present findings to relevant stakeholders</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Business Development</td>
<td>Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Customer Management</td>
<td>Manage customers across the customer lifecycle to guide customer interactions, with the goal of improving business relationships with customers, assisting in customer retention and driving sales growth</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Contract Preparation, Evaluation, Negotiation and Tendering</td>
<td>Manage contract creation, evaluation, negotiation, and tendering to maximise operation and financial performance of an organisation</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Stakeholder Management</td>
<td>Monitor and maintain constructive relationships with stakeholders by influencing their expectations appropriately to help a business move toward its stated goals</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Business Negotiation</td>
<td>Manage end to end business negotiations, whether to engage, as well as translate defining processes and procedures in order to support business requirements</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Contract/Vendor Management</td>
<td>Manage contract creation, execution and analysis to maximise financial and operational performance and minimise risks</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Public-Private-Individual Partnership Collaboration</td>
<td>Manage contracts between private entities and public agencies to maximise financial and operational performance and minimise risks</td>
<td>1 2 3 4 5 6</td>
</tr>
</tbody>
</table>
**Overview of Technical Skills and Competencies (TSC)**

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>TSC Title</th>
<th>TSC Description</th>
<th>Proficiency Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technology Management</strong></td>
<td>Technology Infrastructure Management and Integration</td>
<td>Evaluate latest available technologies to integrate into existing operations so as to improve customer service, reduce costs and streamline supply chains</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Technology Application</td>
<td>Apply and integrate evaluated technologies into organisation operations or processes to achieve desired outcomes</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Integrated System Design and Application</td>
<td>Manage systems of interrelated computing devices and systems, mechanical and digital machines, objects and people to allow transfer of data over the network so as to support business requirements</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Enterprise Database System Administration</td>
<td>Manage database design, architecture, optimisation, deployment, troubleshooting as well as capacity planning, refinement of logical design, handling of back-up and recovery plans, in order to support business requirements</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Knowledge Management</td>
<td>Develop knowledge management systems to ensure that all systems supporting knowledge management work in an integrated fashion and are appropriately supported, analysed and developed to guarantee high and continuing level of efficiency to benefit the organisation</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>E-Logistics IT Solutioning</td>
<td>Integrate internet-based technologies with back-end processes to improve logistics operations and develop new logistic management practices to support technological advances</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Cloud Computing Application</td>
<td>Manage supply chains through cloud computing technologies in order to offer a collaborative framework with centralised storage and context points, fewer visibility barriers, and opportunities to enact simplified, standardised processes</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Information Technology and Network Security</td>
<td>Manage organisation’s network and data security, ensuring an ongoing rigorous review of the organisation’s digital, cyber and application security and IT network infrastructures, to ensure multiple layers of defences to protect proprietary data from attack and the organisation’s reputation</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td><strong>Transportation Management</strong></td>
<td>Transportation Hub (Control Centre Administration)</td>
<td>Optimise logistics operations including provision of transportation services and optimal use of resources</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Transport Management System Administration</td>
<td>Manage and administer process enforcement, analytics, and optimisation of Transport Management System (TMS) for moving freight in all modes, including intermodal movements</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Transportation Route AND Schedule Planning</td>
<td>Optimise transportation resources for route scheduling and dispatching using vehicle fleet management systems</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Transportation Equipment Handling</td>
<td>Operate different types of transport equipment including conveyors, cranes and industrial trucks for the movement and storage of materials</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Pricing for Transportation Services and Operations</td>
<td>Apply knowledge in cargo rating together with understanding needs of shippers and consignees for developing reliable and affordable transportation solutions</td>
<td>1 2 3 4 5 6</td>
</tr>
</tbody>
</table>

**Warehouse Management**

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>TSC Title</th>
<th>TSC Description</th>
<th>Proficiency Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Warehouse Administration</td>
<td>Execute warehouse task scheduling, record maintenance and information coordination with internal and external stakeholders</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Warehouse Management System (WMS) Administration</td>
<td>Apply Warehouse Management System (WMS) methodology, covering technical deliverables and business processes for internal controls, as well as providing user guides and trainings</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Warehouse Automation Application</td>
<td>Apply computer software and/or automated equipment to improve efficiency of warehouse operations</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Warehouse Layout Design</td>
<td>Develop warehouse locations, designs and layouts for storage area segregation with consideration for the characteristics and capabilities of different load handling and storage equipment</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Warehouse Space Utilisation</td>
<td>Optimise spaces for storage of items in warehouses</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Warehouse Inventory Control/Audit</td>
<td>Regulate outflows and inflows of stocked items as well as shipment, loading and storage activities using inventory control systems, methodologies and tools</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Warehouse Performance Measurement</td>
<td>Identify key performance indicators and performance benchmarking in warehouses for optimal processes, customer relations activities, quality levels, asset usage and costs</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Warehouse Maintenance and Housekeeping</td>
<td>Maintain Material Handling Equipment (MHIE) and tools in warehouse operations</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Warehouse Facility Management</td>
<td>Manage policies and procedures for warehouse facility operations, including budgeting, security, safety and health requirements</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Warehouse Facility Security Control</td>
<td>Establish risk analysis, physical and personal security, access control, emergency response and disaster recovery in warehousing operations</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Pricing for Warehouse Services and Operations</td>
<td>Provide open or closed-book pricing based on warehouse fixed and variable costs, financials, and profit and loss requirements of organisation</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td></td>
<td>Cross Docking</td>
<td>Transfer inbound materials, goods and products from receiving docks to shipment docks for outbound deliveries</td>
<td>1 2 3 4 5 6</td>
</tr>
</tbody>
</table>
### General Description for Technical Skills and Competencies (TSCs)

<table>
<thead>
<tr>
<th>Level</th>
<th>Responsibility (Degree of supervision and accountability)</th>
<th>Autonomy (Degree of decision-making)</th>
<th>Complexity (Degree of difficulty of situations and tasks)</th>
<th>Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)</th>
</tr>
</thead>
</table>
| 6     | Accountable for significant areas of work, strategy or overall satisfaction | Empowered to chart direction and practices within and outside of work (including professional field/community), to achieve/exceed work results | Complex | - Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge  
- Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice  
- Demonstrate exemplary ability to innovate, and formulate new ideas and structures |
| 5     | Accountable for achieving assigned objectives, decisions made by self and others | Provide leadership to achieve desired work results; Manage resources, set milestones and drive work | Complex | - Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles  
- Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work  
- Manage and drive complex work activities |
| 4     | Work under broad direction  
Hold accountability for performances of self and others | Exercise judgement; adapt and influence to achieve work performance | Less routine | - Evaluate and develop factual and conceptual knowledge within a field of work  
- Select and apply a range of cognitive and technical skills to solve non-routine/abstract problems  
- Manage work activities which may be unpredictable  
- Facilitate the implementation of innovation |
| 3     | Work under broad direction  
May hold some accountability for performance of others, in addition to self | Use discretion in identifying and responding to issues, work with others and contribute to work performance | Less routine | - Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes  
- Able to collaborate with others to identify value-adding opportunities |
| 2     | Work with some supervision  
Accountable for a broader set of tasks assigned | Use limited discretion in resolving issues or enquiries. Work without frequently looking to other for guidance | Routine | - Understand and apply factual and procedural knowledge in a field of work  
- Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools  
- Present ideas and improve work |
| 1     | Work under direct supervision assigned  
Accountable for tasks | Minimal discretion required. Expected to seek guidance | Routine | - Recall factual and procedural knowledge  
- Apply basic skills to carry out defined tasks  
- Identify opportunities for minor adjustments to work tasks |
### Overview of Generic Skills and Competencies (GSC)

<table>
<thead>
<tr>
<th>GSC</th>
<th>GSC Description</th>
<th>Proficiency Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication</strong></td>
<td>Convey and exchange thoughts, ideas, and information effectively through various mediums and approaches.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Communicate information with others to respond to general inquiries and to obtain specific information.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Articulate and discuss ideas and persuade others to achieve common outcomes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Negotiate with others to address issues and achieve mutual consensus.</td>
<td></td>
</tr>
<tr>
<td><strong>Computational Thinking</strong></td>
<td>Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Use computational models, tools and techniques to identify patterns in a problem and develop a solution.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Modify existing computational models, tools and techniques to develop different solutions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop and create computational models, tools and techniques to implement new solutions and apply to other problems.</td>
<td></td>
</tr>
<tr>
<td><strong>Creative Thinking</strong></td>
<td>Adopt a fresh perspective to combine ideas or information in new ways and make connections between seemingly unrelated fields to create new ideas and applications.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Connect ideas or information from related fields or applications to address an immediate issue.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create original applications or ideas to reveal new possibilities and reshape goals through high level of innovativeness.</td>
<td></td>
</tr>
<tr>
<td><strong>Decision Making</strong></td>
<td>Choose a course of action from various alternatives using a reasoned process to achieve intended goals.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Make decisions of simple or routine nature to achieve intended goals using given information and guidelines.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make decisions in a complex setting to achieve intended goals using a structured process and multiple sources of available information.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make decisions in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.</td>
<td></td>
</tr>
<tr>
<td><strong>Developing People</strong></td>
<td>Help others to learn and develop their capabilities, enhance their performance and achieve personal or professional goals.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Use demonstration and explanation to teach a familiar task to inexperienced co-workers.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide mentorship to help others in their professional and personal development to improve performance and further their careers.</td>
<td></td>
</tr>
<tr>
<td><strong>Digital Literacy</strong></td>
<td>Use ICT tools, equipment and software to create, evaluate and share information digitally with others.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Perform basic functions using software and programmes pertaining to computer operating systems and file management, and search online information.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Use available software features to create and edit documents, customise templates and reports and evaluate online information.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Use available software features to enhance documents, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently.</td>
<td></td>
</tr>
<tr>
<td><strong>Global Mindset</strong></td>
<td>Awareness of diversity across global cultures and markets. Seek opportunities to adopt successful practices and ideas.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Demonstrate understanding of global challenges and opportunities and how to transfer best practices across cultures. Respect cultural differences and needs of a diverse workforce.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop global networks and manage virtual relationships while balancing both local and global perspectives. Adopt a local and global perspective when making decisions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Build the organisation’s capabilities to compete in a global environment. Manage tension between corporate requirements, global and cultural differences.</td>
<td></td>
</tr>
</tbody>
</table>

### Overview of Generic Skills and Competencies (GSC)

<table>
<thead>
<tr>
<th>GSC</th>
<th>GSC Description</th>
<th>Proficiency Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Interpersonal Skills</strong></td>
<td>Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Manage personal and emotional states to manage interpersonal relationships in social situations.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.</td>
<td></td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Lead others to achieve objectives in the most effective way. Provide an inclusive workplace that cultivates workplace relationships and teamwork, and foster the development of others.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.</td>
<td></td>
</tr>
<tr>
<td><strong>Lifelong Learning</strong></td>
<td>Seek out opportunities to enhance one’s knowledge and skills. Access and acquire new knowledge and skills actively for continual learning.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Organise and manage one’s learning by setting learning targets. Identify learning approaches to achieve work or career goals.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engage in collaborative learning by discussing one’s learning with others and soliciting feedback to continually improve oneself.</td>
<td></td>
</tr>
<tr>
<td><strong>Managing Diversity</strong></td>
<td>Work well with people from different ethnic, social, cultural and educational backgrounds and understand the concerns and interests of diverse work groups.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Demonstrate sensitivity to the cultural characteristics, values, beliefs, and behaviors of another ethnic or cultural group.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Build relationships with different ethnic or cultural groups by engaging in cross-cultural cooperative projects.</td>
<td></td>
</tr>
<tr>
<td><strong>Problem Solving</strong></td>
<td>Generate feasible and efficient solutions to solve problems and capitalise on new opportunities.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Identify easily perceivable problems and use problem solving tools and techniques to solve the problems.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify less perceivable problems and use problem solving tools and techniques to solve the problems.</td>
<td></td>
</tr>
<tr>
<td><strong>Resource Management</strong></td>
<td>Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and using available resources to tasks which typically include manpower, machines, money and materials.</td>
<td><strong>Basic</strong></td>
</tr>
<tr>
<td></td>
<td>Use resources to ensure optimum and efficient use of resources.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.</td>
<td></td>
</tr>
</tbody>
</table>
## Overview of Generic Skills and Competencies (GSC)

<table>
<thead>
<tr>
<th>GSC</th>
<th>GSC Description</th>
<th>Proficiency Levels</th>
<th>Basic</th>
<th>Intermediate</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sense Making</td>
<td>Organise and analyse data and information accurately to identify relationships and detect patterns and trends to gain insights for decision-making.</td>
<td>Identify relationships and linkages within different components of data.</td>
<td>Interpret data to uncover patterns and trends between various sources of data.</td>
<td>Analyse data relationships, patterns and trends to gain important insights and make informed decisions.</td>
<td></td>
</tr>
<tr>
<td>Service Orientation</td>
<td>Commit to exceeding both internal and external customers’ needs, proactively identify customer needs and sustain a culture of service excellence within the organisation.</td>
<td>Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation’s service vision, mission and values.</td>
<td>Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.</td>
<td>Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.</td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td>Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives.</td>
<td>Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.</td>
<td>Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.</td>
<td>Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment.</td>
<td></td>
</tr>
<tr>
<td>Transdisciplinary Thinking</td>
<td>Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation.</td>
<td>Research and adapt concepts from outside one’s field of expertise to supplement one’s core knowledge and proficiency.</td>
<td>Co-relate material from diverse knowledge bases to guide decisions and policy making. Participate in reflective and trans-disciplinary communities within and outside the organisation.</td>
<td>Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation.</td>
<td></td>
</tr>
<tr>
<td>Virtual Collaboration</td>
<td>Use online collaborative communication tools to work as teams to accomplish tasks or projects.</td>
<td>Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment.</td>
<td>Use interactive collaborative tools to foster cohesion and commitment among virtual team members to achieve goals. Keep up-to-date with innovative online collaborative tools and applications to enhance one’s proficiency in engaging in virtual collaboration.</td>
<td>Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration.</td>
<td></td>
</tr>
</tbody>
</table>

### Supporting Organisations and Acknowledgements

We would like to thank the following organisations and partners for their support and contributions in the development and validation of the Skills Framework for Logistics:

- Agility Global Integrated Logistics
- Airocean Group Pte Ltd
- Alliance 21 Pte Ltd
- APL Logistics
- Astro Express Logistics Pte Ltd
- AW Transport & Warehousing Pte Ltd
- Baylink Logistics Pte Ltd
- Beni Warehousing Pte Ltd
- Bok Seng Group
- Bolloré Logistics
- CEVA Logistics Singapore
- Cogent Holdings Limited
- CWT Limited
- DHL Supply Chain Singapore
- FedEx Express Singapore Pte Ltd
- FPS Global Logistics Pte Ltd
- GAC (Singapore) Pte Ltd
- GKE Corporation Limited
- Global Airfreight International
- Halcon Prime Logistics Pte Ltd
- Hup Hin Transport
- JAS Forwarding (SI) Pte Ltd
- K.C. Dat (Singapore) Private Limited
- Keppel T&T
- Kerry Logistics Management (Asia) Pte Ltd
- Kim Soon Lee Pte Ltd
- Kuehne + Nagel
- LF Logistics
- Nippon Logistics
- Pan Asia Logistics Singapore Pte Ltd
- Peck Tiong Choon
- PSA International Pte Ltd
- Ryder-Ascent Logistics Pte Ltd
- Sankyu (Singapore) Pte Ltd
- SATS
- Singapore Post Limited
- Singapore Post Ltd
- ST Logistics
- Teckwah Industrial Corporation Ltd
- Toll Global Logistics Division
- UBTs Private Limited
- United Parcel Service
- United Parcel Service Singapore Pte Ltd
- Warehouse Logistics Net Asia
- XDel Singapore Pte Ltd
- Yang Kee Logistics Pte Ltd
- YCH Group
- Yusen Logistics (Singapore) Pte Ltd

In addition, we would like to express our gratitude to the following stakeholders and partners for their contribution to the development of the Skills Framework for Logistics:

- Organisations that have provided the necessary information and assisted in the validation
- Individuals who have agreed to share their personal career stories
- The Unions who have provided their views and support on behalf of their members
- The Industry Association and Professional Bodies for sharing their business and members’ perspectives
- Various Government and Government-Linked Agencies for their assistance
- Education and Training Providers for the inputs on skills and competencies development
### Monthly Gross Wages of Selected Occupations in Transportation and Storage, June 2016

<table>
<thead>
<tr>
<th>Occupations</th>
<th>Gross Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>25th Percentile ($)</td>
<td>75th Percentile ($)</td>
</tr>
<tr>
<td>Business development manager</td>
<td>6,160</td>
</tr>
<tr>
<td>Chief information officer/Chief technology officer</td>
<td>5,575</td>
</tr>
<tr>
<td>Chief operating officer/General Manager</td>
<td>9,505</td>
</tr>
<tr>
<td>Customer service manager</td>
<td>4,417</td>
</tr>
<tr>
<td>Managing director/Chief executive officer</td>
<td>6,000</td>
</tr>
<tr>
<td>Procurement/Purchasing manager</td>
<td>6,000</td>
</tr>
<tr>
<td>Sales and marketing manager</td>
<td>5,100</td>
</tr>
<tr>
<td>Supply and distribution/Logistics/Warehousing manager</td>
<td>6,413</td>
</tr>
<tr>
<td>Technical/Engineering services manager (eg shipyard manager)</td>
<td>7,396</td>
</tr>
<tr>
<td>Transport operations manager</td>
<td>4,732</td>
</tr>
<tr>
<td>Applications/Systems programmer</td>
<td>3,650</td>
</tr>
<tr>
<td>Systems analyst</td>
<td>6,070</td>
</tr>
<tr>
<td>Business development executive</td>
<td>3,350</td>
</tr>
<tr>
<td>Operations officer (except transport operations)</td>
<td>2,965</td>
</tr>
<tr>
<td>Road transport supervisor</td>
<td>2,855</td>
</tr>
<tr>
<td>Receptionist, customer service and information clerk</td>
<td>2,300</td>
</tr>
<tr>
<td>Stock clerk</td>
<td>1,875</td>
</tr>
<tr>
<td>Transport clerk</td>
<td>2,000</td>
</tr>
<tr>
<td>Transport service inspector and related worker</td>
<td>2,477</td>
</tr>
<tr>
<td>Crane, hoist and related equipment operator</td>
<td>2,540</td>
</tr>
<tr>
<td>Crane/hoist operator</td>
<td>3,447</td>
</tr>
<tr>
<td>Fork lift truck operator</td>
<td>1,775</td>
</tr>
<tr>
<td>Lorry driver</td>
<td>1,930</td>
</tr>
<tr>
<td>Motorcycle delivery man</td>
<td>2,000</td>
</tr>
<tr>
<td>Trailer-truck driver (including prime mover driver)</td>
<td>2,450</td>
</tr>
</tbody>
</table>

Source: Occupational Wage Survey, Manpower Research and Statistics Department, Ministry of Manpower

Notes:
1. Data pertain to full-time resident employees in the private sector establishments each with at least 25 employees.
2. Monthly Gross Wage refers to the sum of the basic wage, overtime payments, commissions, allowances, and other regular cash payments. It is before deduction of employee CPF contributions and personal income tax and excludes employer CPF contributions, bonuses, stock options, other lump sum payments and payments-in-kind.
3. 25th Percentile Wage refers to the wage level which divides the bottom 25% of wage earners from the rest.
4. 75th Percentile Wage refers to the wage level which divides the top 25% of wage earners from the rest.