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The information in this publication serves as a guide for individuals, employers and training providers. SkillsFuture Singapore, Workforce Singapore, the Singapore Economic Development Board, and SPRING Singapore provide no warranty whatsoever about the contents of this document, and do not warrant that the courses of action mentioned in this document will secure employment, promotion, or monetary benefits.

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:



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.



Assess Career Interests

- Discover employment opportunities
- Understand career pathways
- Recognise personal attributes required



Prepare for Desired Jobs

- Understand skills and competencies required



Find Avenues to Close Skills Gap

- Identify relevant training programmes to equip oneself with the required skills and competencies
- Participate in on-the-job training opportunities provided by companies



Renew, Upgrade and Deepen Skills

- Plan for career development/transition
- Recognise skills and competencies required for the intended job role
- Identify training programmes to upgrade and deepen skills

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

A 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

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:

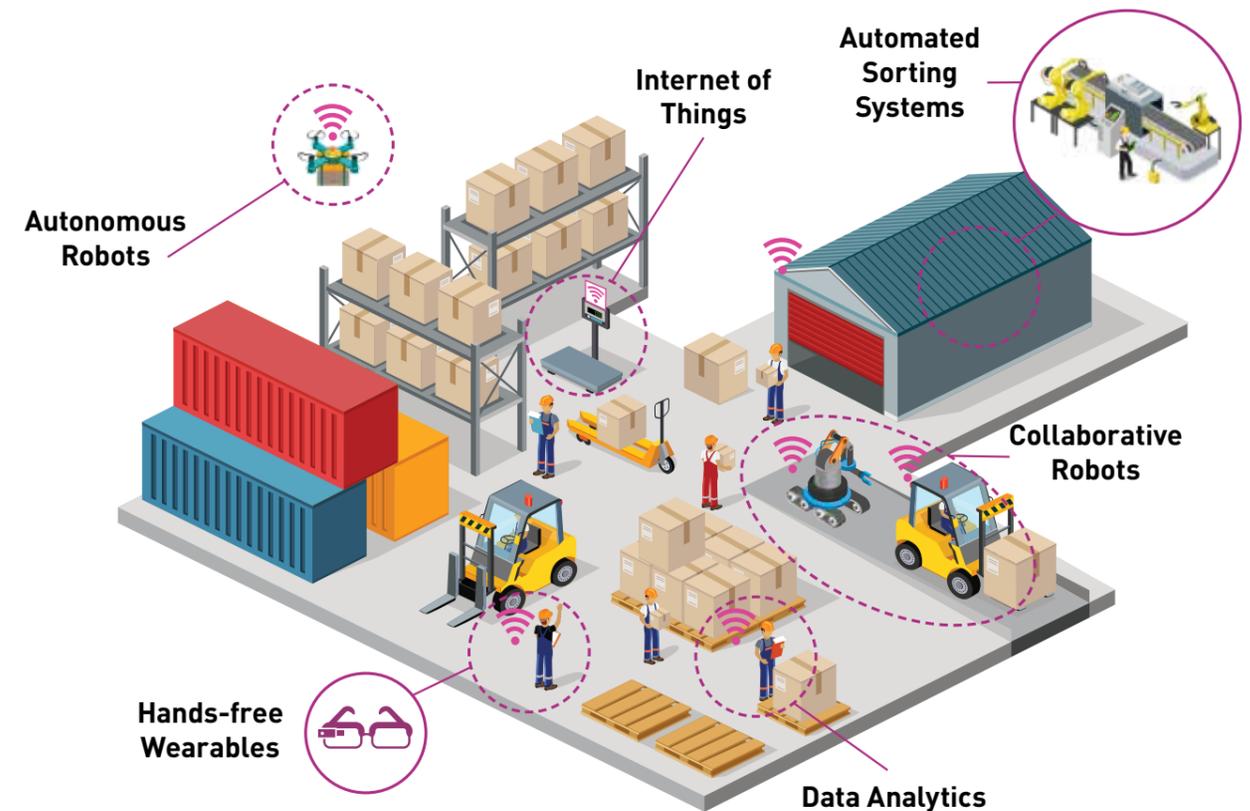
- Digital planning enabled by integration of big data and predictive analytics, such as in demand forecasting, inventory management and network optimisation;
- Digital supply chain enabled by e-platforms, for purpose of transport management and collaborative optimisation of assets and jobs;
- Digital 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

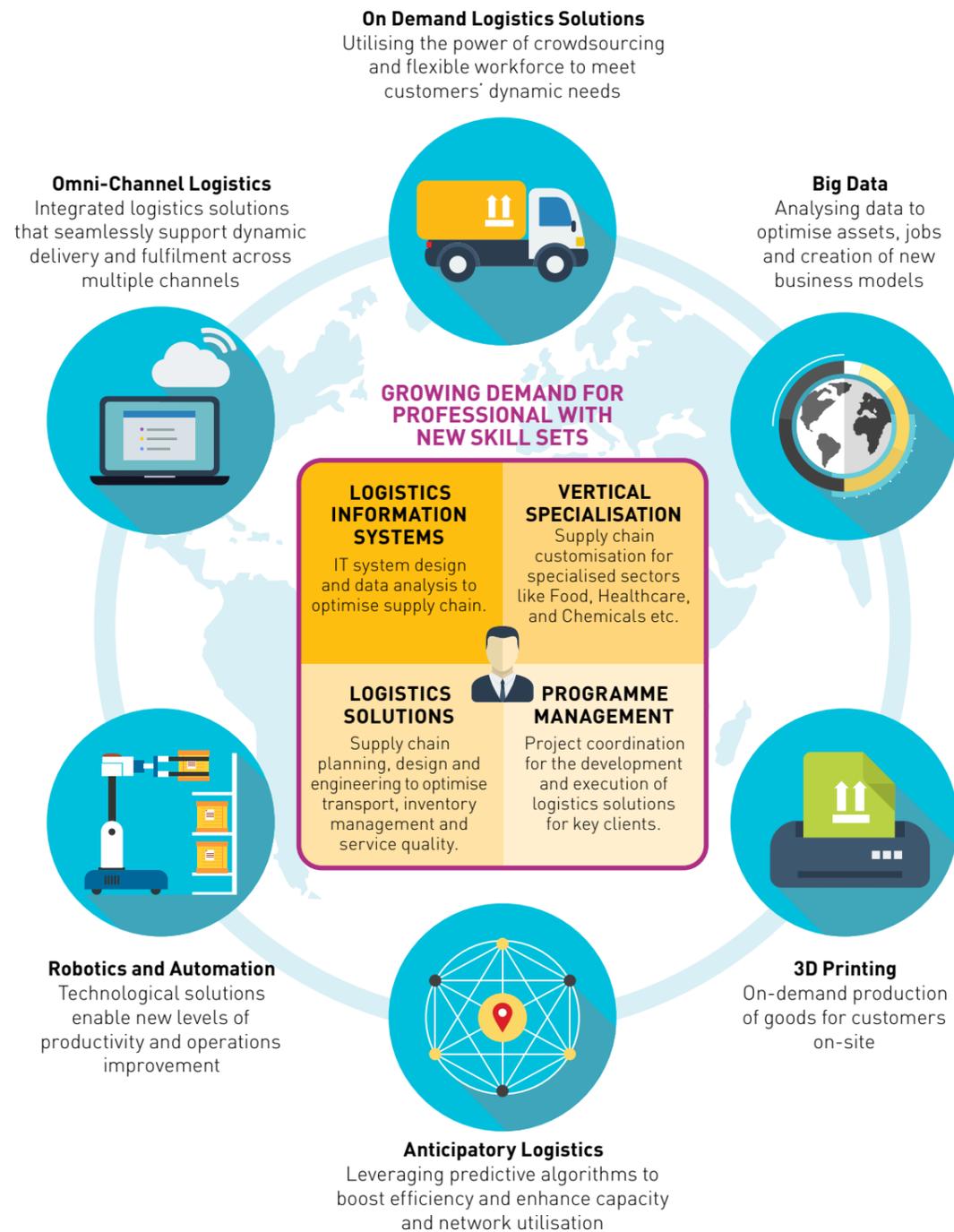
Technology advancements will bring about greater productivity and shape the future of logistics. A modern warehouse equipped with key technological solutions will achieve greater productivity, increase handling volume, speed and inventory accuracy at a lower cost. New professional roles will also be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



Source: Republic Polytechnic COI SCM
Hay Group Logistics Manpower Study, 2015

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.



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.



Source: Hay Group Logistics Manpower Study 2016

Take Your Career Further



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.

Enhanced Internships

The Enhanced Internships are designed to provide students with a more meaningful internship experience through more structured learning and support at the workplace. Participating companies will work closely with the ITE and polytechnics to deliver a positive and meaningful internship experience for their interns.

The features of the Enhanced Internships include a baseline allowance of \$600 per month, structured training plan with clear learning outcomes, assigned mentors to provide guidance to interns and rotation to at least two departments per internship period.

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.

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.



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.

Skills-Based Modular Courses

A wide range of short, skills-focused modular courses relevant to industry needs to provide Singaporeans with more opportunities to acquire relevant skills.

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 Fellowships

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.

Take Your Career Further

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!

SkillsFuture Qualification Award

This award encourages Singapore Citizens to attain full Singapore Workforce Skills Qualifications, which equip them with comprehensive and robust sets of skills to perform their jobs competently, pursue career progression and explore new job opportunities.

SkillsFuture Study Award

A monetary award of \$5,000 for adults in their early- and mid-career to develop and deepen their skills in future growth clusters.

P-Max

Singaporeans or Singapore Permanent Residents can gain access to career opportunities with small and medium-sized enterprises (SMEs), and benefit from workshops and progressive HR practices designed to help them adapt to the working environment in a SME.

Career Support Programme

Singaporeans who are retrenched or unemployed for six months or more can gain access to jobs that pay at least \$3,600 and undergo structured on-the-job training.

Jobs Bank

The Jobs Bank, administered by WSG, is a free service provided to all Singapore Citizens, Permanent Residents and Singapore registered companies. It helps to facilitate online job matching between local job seekers and employers.

Private Placement Providers Programme

Singaporeans who are unemployed for six months and more can tap on specialist career advisory and placement services provided by appointed private search and placement firms to widen their employer network.

Professional Conversion Programme

Reskill and acquire the necessary knowledge and competencies to take on new jobs in growing sectors. Employers will receive 70-90% support for both salary and course fees.

Work Trial

Gain experience through a short-term work stint and be offered employment to receive incentives of up to \$1,100.

NEW ENTRANTS

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



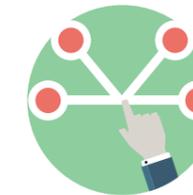
UNDERSTAND the career pathways and the attributes needed to take on a particular occupation in the sector



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

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

IDENTIFY relevant training programmes

TRAINING PROGRAMMES

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

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

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

Embark on your career in Logistics

Initiatives and Schemes by:

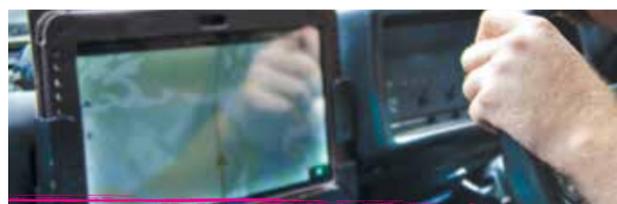
- SkillsFuture Singapore
- Workforce Singapore
- SRING Singapore

For more information on the initiatives and schemes, please visit skillsfuture.sg | wsg.gov.sg | spring.gov.sg

For a list of training programmes available for the logistics sector, please visit: skillsfuture.sg/skills-framework



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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.

"The skills I learnt are transferable and allow me to prepare for the future."

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.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Perform Warehousing Tasks	<ul style="list-style-type: none"> Perform loading, unloading and arranging of warehouse cargo and items Perform moving 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 warehousing issues in a timely manner Perform warehouse operations in accordance with 5S (sort, set, shine, standardise, sustain) techniques
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> Perform activities to improve quality of logistics services
	Perform Cargo and/or Material Handling and Delivery Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Issuance and Dispatch	Level 2	Digital Literacy	Basic
	Cargo Lifting	Level 1	Interpersonal Skills	Basic
	Container Loading and Unloading Administration	Level 1	Teamwork	Basic
	Cross Docking	Level 2	Problem Solving	Basic
	Dangerous Goods (DG) Management	Level 1	Resource Management	Basic
	Equipment Maintenance	Level 2		
	Livestock Cargo Administration	Level 1		
	Material Handling Equipment (MHE) Handling	Level 3		
	Risk Management and Administration	Level 1		
	Warehouse Administration	Level 1		
	Warehouse Inventory Control/Audit	Level 1		
	Warehouse Maintenance and Housekeeping	Level 3		
	Warehouse Management System (WMS) Administration	Level 1		
	Warehouse/Cargo-related Occupational Health and Safety Management	Level 2		

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Warehousing Tasks	<ul style="list-style-type: none"> Coordinate arrangement or rotation of warehouse cargo and items Execute operations according to different warehousing situations and contingencies Perform stock control and housekeeping operations of warehouse cargo and items Facilitate compliance of height, weight and special handling requirements in stacking, moving and arranging of items on pallets according to storage plan Execute measures to address operational shortfall, maintenance or repair needs Review warehousing quality issues in a timely manner Coordinate warehouse operations in accordance to 5S (sort, set, shine, standardise, sustain) techniques
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> Perform continuous improvement activities and performance improvement strategies Perform documentation of business requirements Perform identification of business requirements Coordinate 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
	Perform Cargo and/or Material Handling and Delivery Tasks	<ul style="list-style-type: none"> Coordinate cargo or material-handling security procedures Coordinate department's incident or crisis management initiatives Apply methods and techniques to manage time and temperature-sensitive cargo Coordinate transshipment and transloading operations Track cargo-handling schedules to ensure timelines are complied with Apply methods and techniques to manage dangerous goods

Warehouse Storekeeper/Inventory Coordinator/Logistics Coordinator

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Safety and Health Operations	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Lifting	Level 2	Digital Literacy	Basic
Container Loading and Unloading Administration	Level 2	Interpersonal Skills	Basic	
Dangerous Goods (DG) Management	Level 2	Teamwork	Basic	
Environmental Protection Management	Level 3	Developing People	Basic	
Equipment Maintenance	Level 3	Problem Solving	Basic	
Hazardous Materials Identification System (HMIS) Administration	Level 2			
Material Handling Equipment (MHE) Handling	Level 3			
Order Fulfilment Administration	Level 1			
Risk Management and Administration	Level 1			
Warehouse Administration	Level 2			
Warehouse Automation Application	Level 2			
Warehouse Facility Management	Level 2			
Warehouse Inventory Control/Audit	Level 2			
Warehouse Maintenance and Housekeeping	Level 2			
Warehouse Management System (WMS) Administration	Level 2			
Warehouse/Cargo-related Occupational Health and Safety Management	Level 3			

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 KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Warehousing Tasks	<ul style="list-style-type: none"> • Manage warehouse planning methods, warehouse storage and layout plans • Organise the execution of operations according to different warehousing situations and contingencies • Monitor storage utilisation levels for various storage systems • Facilitate stocktaking activities • Address operational shortfall, maintenance or repair needs • Resolve warehouse operations quality issues • Monitor warehouse and operational performance • Perform planning of resources within business activities
Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> • Plan continuous improvement activities and performance improvement strategies • Facilitate documentation of business requirements • Review identification of business requirements • Facilitate adherence to quality procedures • Organise 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	<ul style="list-style-type: none"> • Develop incident or crisis management initiatives • Inspect methods and techniques used to manage time and temperature-sensitive cargo • Monitor cargo consolidation activities • Organise cargo-handling schedules to ensure timelines are adhered to • Inspect methods and techniques used to manage dangerous goods 	
Perform Safety and Health Tasks	<ul style="list-style-type: none"> • Manage WSH activities to ensure team's compliance to requirements • Assist in generating WSH investigation reports • Facilitate WSH solutioning discussions around suggestions to improve existing processes • Perform safety and health risk assessment • Conduct WSH risk assessment to determine hazards • Determine areas of non-conformance to WSH standards 	
Perform Technology Application Tasks	<ul style="list-style-type: none"> • Work with team members to support technology projects • Adapt latest technology to support team operations improvement activities • Facilitate the use of technology or electronic tools and devices • Conduct learning activities on technology or electronic tools and devices 	

Warehouse Supervisor/Inventory Control Supervisor/ Quality Control Supervisor

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Change Management	Level 3	Digital Literacy	Intermediate
	Dangerous Goods (DG) Management	Level 3	Teamwork	Intermediate
	Environmental Protection Management	Level 4	Developing People	Intermediate
	Equipment Maintenance	Level 3	Problem Solving	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 2	Resource Management	Intermediate
	Logistics Operations Research and Planning	Level 3		
	Logistics Process Quality Management	Level 3		
	Material Handling Equipment (MHE) Handling	Level 3		
	Order Fulfilment Administration	Level 2		
	Risk Management and Administration	Level 2		
	Warehouse Layout Design	Level 3		
	Warehouse Administration	Level 3		
	Warehouse Facility Management	Level 3		
	Warehouse Inventory Control/Audit	Level 3		
	Warehouse Maintenance and Housekeeping	Level 3		
	Warehouse Management System (WMS) Administration	Level 3		
Warehouse Performance Measurement	Level 3			
Warehouse Space Utilisation	Level 3			
Warehouse/Cargo-related Occupational Health and Safety Management	Level 3			

Warehouse Officer/Inventory Controller/ Quality Control Officer/ Warehouse Facilities Management Officer

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Warehousing Tasks	<ul style="list-style-type: none"> • Manage warehouse planning methods, warehouse storage and layout plans • Analyse the execution of operations according to different warehousing situations and contingencies • Analyse the information flow for end-to-end warehouse processes from order initiation to receiving, handling, distribution and storage • Evaluate storage plans to ensure most efficient method based on knowledge of weight and storage characteristics, and customer base • Evaluate warehouse storage, layout and material handling equipment (MHE) plans • Plan measures for calculating operational efficiency, utilisation and productivity • Coordinate resolution of facilities, equipment, infrastructure and systems breakdowns to minimise downtime • Evaluate warehousing standards for quality management systems
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> • Plan continuous improvement activities and performance improvement strategies • Evaluate impact of different problem-solving approaches and outcomes • Propose business requirements • Evaluate work products aligned to business requirements throughout the project lifecycle • Implement environmental protection policies and procedures
	Perform Cargo and/or Material Handling and Delivery Tasks	<ul style="list-style-type: none"> • Plan cargo-handling and delivery operations in compliance to rating principles as well as operator variations • Plan cargo or material-handling security procedures • Plan effective incident or crisis management initiatives • Evaluate methods and techniques to manage time and temperature-sensitive cargo • Evaluate cargo consolidation solutions to optimise space, cost and efficiency • Evaluate cargo handling schedules that consider timeline and resource factors • Evaluate methods and techniques to manage dangerous goods

Warehouse Officer/Inventory Controller/ Quality Control Officer/ Warehouse Facilities Management Officer

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Safety and Health Tasks	
Perform Technology Application Tasks		<ul style="list-style-type: none"> • 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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Contract/Vendor Management	Level 3	Digital Literacy
	Customer Management	Level 3	Teamwork	Intermediate
	Dangerous Goods (DG) Management	Level 3	Developing People	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 3	Problem Solving	Intermediate
	Order Fulfilment Administration	Level 2	Resource Management	Intermediate
	Process Improvement and Optimisation	Level 4		
	Risk Management and Administration	Level 2		
	Stakeholder Management	Level 3		
	Warehouse Automation Application	Level 3		
	Warehouse Layout Design	Level 3		
	Warehouse Administration	Level 3		
	Warehouse Facility Management	Level 4		
	Warehouse Facility Security Control	Level 3		
	Warehouse Inventory Control/Audit	Level 3		
	Warehouse Maintenance and Housekeeping	Level 3		
	Warehouse Management System (WMS) Administration	Level 3		
	Warehouse Performance Measurement	Level 4		
	Warehouse Space Utilisation	Level 3		
	Warehouse/Cargo-related Occupational Health and Safety Management	Level 3		

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	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
		Perform Safety and Health Operations	<ul style="list-style-type: none"> • 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 Business Administration Tasks		<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Perform Compliance Tasks	<ul style="list-style-type: none"> 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 	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Security Control	Level 2	Digital Literacy	Intermediate
	Dangerous Goods (DG) Management	Level 3	Interpersonal Skills	Intermediate
	Environmental Protection Management	Level 3	Teamwork	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 3	Problem Solving	Intermediate
	Risk Management and Administration	Level 2	Resource Management	Intermediate
	Warehouse Facility Management	Level 3		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 3		
	Warehouse Facility Security Control	Level 3		

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 AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Warehousing Tasks	<ul style="list-style-type: none"> Develop warehouse planning methods, warehouse storage and layout plans Develop warehouse storage, layout and material handling equipment (MHE) plans Manage re-location of warehouses Plan the information flow for end-to-end warehouse processes from order initiation to receiving, handling, distribution and storage Develop warehousing 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
Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> 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

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Cargo and/or Material Handling and Delivery Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Warehouse Operations Executive/ Inventory Management Executive/ Warehouse Assistant Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Automation Design	Level 4	Interpersonal Skills	Intermediate
	Change Management	Level 4	Developing People	Intermediate
	Customer Management	Level 4	Problem Solving	Intermediate
	Dangerous Goods (DG) Management	Level 3	Resource Management	Intermediate
	Financial Management	Level 3	Service Orientation	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 3		
	Innovation Management	Level 4		
	Logistics Solution Design Thinking	Level 4		
	Process Improvement and Optimisation	Level 4		
	Risk Management and Administration	Level 2		
	Shipment Load Planning and Palletisation/Consolidation	Level 4		
	Warehouse Automation Application	Level 4		
	Warehouse Layout Design	Level 4		
	Warehouse Administration	Level 4		
	Warehouse Inventory Control/Audit	Level 4		
Warehouse Management System (WMS) Administration	Level 4			
Warehouse Performance Measurement	Level 4			
Warehouse Space Utilisation	Level 4			

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Perform Safety and Health Tasks	<ul style="list-style-type: none"> 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
	Perform Business Administration Tasks	<ul style="list-style-type: none"> 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 	

Health, Safety and Environmental Officer

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Security Control	Level 3	Digital Literacy	Intermediate
	Dangerous Goods (DG) Management	Level 4	Interpersonal Skills	Intermediate
	Environmental Protection Management	Level 4	Problem Solving	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 4	Resource Management	Intermediate
	Process Improvement and Optimisation	Level 4	Service Orientation	Intermediate
	Risk Management and Administration	Level 2		
	Stakeholder Management	Level 4		
	Warehouse Facility Management	Level 4		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 4		
	Warehouse Facility Security Control	Level 4		

Warehouse Operations Manager/ Inventory Management Manager/ Capacity Management Manager

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	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive Warehouse Operations	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Warehouse Operations Manager/ Inventory Management Manager/ Capacity Management Manager

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive Safety and Health Operations	<ul style="list-style-type: none"> Drive WSH activities to ensure department's compliance to requirements Lead WSH solutioning discussions around suggestions to improve existing processes Manage safety and health risk assessment Lead proactive changes based on WSH risk assessment reports to determine hazards Influence behavioural changes to resolve areas of non-conformance to WSH standards
	Drive Technology Application Activities	<ul style="list-style-type: none"> 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 Review the 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		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Change Management	Level 5	Interpersonal Skills	Advanced
	Customer Management	Level 5	Developing People	Advanced
	Dangerous Goods (DG) Management	Level 4	Problem Solving	Advanced
	Financial Management	Level 4	Resource Management	Advanced
	Hazardous Materials Identification System (HMIS) Administration	Level 4	Service Orientation	Advanced
	Logistics Solution Design Thinking	Level 5		
	Order Fulfilment 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		

Health, Safety and Environmental Manager

JOB ROLE DESCRIPTION

The Health, Safety and Environmental (HSE) Manager is responsible for managing and reviewing HSE policies, standards, procedures and the Workplace Safety and Health Management System (WSHMS) in accordance with logistics business needs, including the analysis of WSHMS's performance. He/she is also responsible for managing HSE business resources including manpower, internal assets and external vendors.

Analytical and resourceful, he is required to manage resources and be persuasive to 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 / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Drive Safety and Health Operations	<ul style="list-style-type: none"> Lead discussions on WSH reports and findings Set organisational WSH strategy to manage compliance rates Review WSH action plans to ensure all stakeholder expectations are met Develop programmes that enhance WSH standards and practices Drive behavioural change at organisational level to address non-conformance of WSH standards Analyse WSH risk assessment reports to determine hazards Analyse WSH reports to determine key themes 	Perform in accordance with WSH Act
	Drive Business Administration Operations	<ul style="list-style-type: none"> 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 	

Health, Safety and Environmental Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Drive Business Continuous Improvement	<ul style="list-style-type: none"> Review business processes improvement solutions to determine effectiveness Engage senior management for buy-in to implement solutions identified Formulate better ways to approach problems through synthesising and reorganising the problem information Motivate colleagues at organisational level to develop innovative solutions for driving change Build culture of business process improvements that extend beyond project lifecycle Review environmental protection policies and procedures 	
	Drive Compliance Activities and Operations	<ul style="list-style-type: none"> Develop compliance strategies with internal stakeholders to achieve an acceptable level of internal compliance and industry standards Manage fatigue management policies and procedures Plan internal audit schedules for quality, safety and health Formulate procedures for quality standards and compliance 	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Security Control	Level 4	Digital Literacy	Advanced
	Change Management	Level 5	Interpersonal Skills	Advanced
	Dangerous Goods (DG) Management	Level 4	Developing People	Advanced
	Environmental Protection Management	Level 5	Problem Solving	Advanced
	Financial Management	Level 3	Resource Management	Advanced
	Hazardous Materials Identification System (HMIS) Administration	Level 4		
	Process Improvement and Optimisation	Level 4		
	Risk Management and Administration	Level 3		
	Stakeholder Management	Level 5		
	Warehouse Facility Management	Level 4		
	Warehouse Facility Security Control	Level 5		
	Warehouse Maintenance and Housekeeping	Level 4		
	Warehouse Performance Measurement	Level 5		
	Warehouse/Cargo-related Occupational Health and Safety Management	Level 5		



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."

"Kevin believes the supply chain is fragmented and traditional processes will be transformed in the near future."

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.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Perform Project Transportation Tasks	<ul style="list-style-type: none"> Perform basic risk assessment Perform operations within resources and cost allocation Perform maintenance of facilities, equipment, infrastructure and systems
	Perform Technology Application Tasks	<ul style="list-style-type: none"> Use cargo-lifting and rigging equipment Operate mechanical lifting 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	<ul style="list-style-type: none"> 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
	Perform Safety and Health Tasks	<ul style="list-style-type: none"> 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
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> 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

Rigger/Signalman

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cold Chain Operations Administration	Level 1	Problem Solving	Basic
	Cross Docking	Level 1	Communication	Basic
	Dangerous Goods (DG) Management	Level 1	Teamwork	Basic
	Environmental Protection Management	Level 2	Service Orientation	Basic
	Equipment Maintenance	Level 1	Resource Management	Basic
	Material Handling Equipment (MHE) Handling	Level 1		
	Process Improvement and Optimisation	Level 2		
	Risk Management and Administration	Level 1		
	Time Sensitive Cargo Delivery Management	Level 1		
Transportation Equipment Handling	Level 1			
Warehousing/Cargo-related Occupational Health and Safety Management	Level 2			

Dispatch Operator/Transport Operator/ Last Mile Delivery Driver/Container Driver

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Transportation Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Perform WSH activities to ensure personal compliance with requirements Perform safety and health risk assessment Report WSH incidents
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> 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

Dispatch Operator/Transport Operator/ Last Mile Delivery Driver/Container Driver

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Receipt and Inspection	Level 2	Problem Solving	Basic
	Cold Chain Operations Administration	Level 1	Communication	Basic
	Dangerous Goods (DG) Management	Level 1	Teamwork	Basic
	Equipment Maintenance	Level 2	Service Orientation	Basic
	Risk Management and Administration	Level 1	Digital Literacy	Basic
	Shipment Load Planning and Palletisation/ Consolidation	Level 2		
	Time Sensitive Cargo Delivery Management	Level 1		
	Transportation Equipment Handling	Level 2		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 2		

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Project Transportation Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Lifting Supervisor

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cold Chain Operations Administration	Level 1	Problem Solving	Intermediate
	Cross Docking	Level 1	Communication	Basic
	Dangerous Goods (DG) Management	Level 1	Teamwork	Intermediate
	Environmental Protection Management	Level 2	Service Orientation	Basic
	Equipment Maintenance	Level 1	Resource Management	Basic
	Material Handling Equipment (MHE) Handling	Level 1		
	Process Improvement and Optimisation	Level 2		
	Risk Management and Administration	Level 1		
	Time Sensitive Cargo Delivery Management	Level 1		
Transportation Equipment Handling	Level 2			
Warehousing/Cargo-related Occupational Health and Safety Management	Level 2			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Transportation Tasks	<ul style="list-style-type: none"> Perform basic risk assessment Perform transport operations within resources and cost allocation Execute transportation operation schedules to ensure timelines are adhered to Coordinate resolution of facilities, equipment, infrastructure and systems breakdowns to minimise downtime Resolve customer relationship management conflicts Deliver logistics services that meet customer requirements Monitor lapses in delivery of logistics services to customers
	Perform Cargo and/or Material Handling and Delivery Tasks	<ul style="list-style-type: none"> Support the department in incident or crisis management initiatives Perform cargo consolidation activities Apply advanced rating principles and state as well as operator variations Track cargo-handling schedules to ensure timelines are complied with
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> Perform documentation of business requirements Perform identification of business requirements 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 Business Administration Tasks	<ul style="list-style-type: none"> Work with allocated resources to ensure alignment of interest within business activities Apply operational policies, standards and procedures
	Perform Safety and Health Tasks	<ul style="list-style-type: none"> Coordinate WSH activities to ensure personal compliance to requirements Perform safety and health risk assessment Analyse WSH reports to determine impact to work processes

Traffic Coordinator/Dispatch Coordinator

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

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Programme Management Tasks	<ul style="list-style-type: none"> Collaborate with stakeholders to integrate transportation operations within logistics operations Estimate resources required for project activities accurately
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	

Project Engineer

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Automation Design	Level 3	Digital Literacy	Intermediate
	Autonomous Logistics Design and Application	Level 3	Communication	Intermediate
	Engineering Installation Design	Level 3	Sense Making	Intermediate
	Environmental Protection Management	Level 3	Decision Making	Intermediate
	Logistics Solution Design Thinking	Level 3	Managing Diversity	Basic
	Process Improvement and Optimisation	Level 3		
	Risk Management and Administration	Level 2		
	Technology Application	Level 2		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 3		

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Project Transportation Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Project Supervisor

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Transportation Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 timeline and resource factors
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> 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

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

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Safety and Health Tasks	
Perform Business Administration Tasks		<ul style="list-style-type: none"> • 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		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Business Continuity Management	Level 3	Resource Management
	Cargo Receipt and Inspection	Level 3	Communication	Intermediate
	Cargo Security Control	Level 3	Decision Making	Intermediate
	Cargo Tracking System Administration	Level 3	Problem Solving	Intermediate
	Dangerous Goods (DG) Management	Level 3	Leadership	Basic
	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		

Traffic Controller/Transport Officer/ Line Haul Operations Officer

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 AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Perform Transportation Tasks
	Perform Cargo and/or Material Handling and Delivery Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Traffic Controller/Transport Officer/ Line Haul Operations Officer

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Technology Application Tasks	
Perform Business Administration Tasks		<ul style="list-style-type: none"> 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		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Business Continuity Management	Level 3	Problem Solving
	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
	Import and Export 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		

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Programme Management Tasks	
Perform Business Continuous Improvement Activities		<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> 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

Senior Project Engineer

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Technology Application Tasks	<ul style="list-style-type: none"> 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		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
	Logistics Solution Design Thinking	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			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Programme Management Tasks	<ul style="list-style-type: none"> Perform administrative support for project management processes Estimate resources required for project activities Review 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Project Executive

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Safety and Health Tasks	
Perform Technology Application Tasks		<ul style="list-style-type: none"> • Review areas in logistics operations where technology can enhance processes • Facilitate interactions between internal and external partners to implement technology projects • Plan key activities and milestones in technology projects • Review the impact of implementing technology enablers on organisational operations • Analyse level of technology usage and usage rate • Conduct learning activities on technology or electronic tools and devices • Leverage on data analytics to build insights on technology usage

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Automation Design	Level 4	Digital Literacy	Intermediate
Business Continuity Management	Level 3	Communication	Intermediate	
Change Management	Level 4	Leadership	Basic	
Contract Preparation, Evaluation, Negotiation and Tendering	Level 3	Sense Making	Intermediate	
Contract/Vendor Management	Level 3	Decision Making	Intermediate	
Data and Statistical Analytics	Level 3			
Environmental Protection Management	Level 4			
Import and Export Documentation Administration	Level 2			
Market Research	Level 3			
Process Improvement and Optimisation	Level 3			
Risk Management and Administration	Level 3			
Stakeholder Management	Level 3			
Supply Chain Solutioning/Modelling/Planning/Strategising	Level 3			
Technology Application	Level 3			
Technology Infrastructure Management and Integration	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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Transportation Tasks	
Perform Cargo and/or Material Handling and Delivery Tasks		<ul style="list-style-type: none"> • 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		<ul style="list-style-type: none"> • 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	KEY TASKS
	Perform Technology Application Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Review allocation of resources across different business activities Evaluate operational policies, standards and procedures Lead teams in the workplace 	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Continuity Management	Level 3	Resource Management	Intermediate
Business Negotiation	Level 4	Decision Making	Advanced	
Cargo Security Control	Level 3	Leadership	Intermediate	
Cold Chain Operations Administration	Level 4	Communication	Intermediate	
Contract/Vendor Management	Level 3	Problem Solving	Intermediate	
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/Control Centre Administration	Level 4			
Transportation Route AND Schedule Planning	Level 4			

* Transport Assistant Manager/Transport Executive/Line Haul Operations Executive

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	KEY TASKS
	Drive Programme Management Activities	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
	Drive Business Administration Operations	<ul style="list-style-type: none"> 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

Project Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Safety and Health Operations	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Automation Design	Level 5	Resource Management	Advanced
Autonomous Logistics Design and Application	Level 5	Communication	Advanced	
Business Continuity Management	Level 4	Leadership	Advanced	
Change Management	Level 5	Managing Diversity	Advanced	
Contract Preparation, Evaluation, Negotiation and Tendering	Level 4	Problem Solving	Advanced	
Environmental Protection Management	Level 5			
Financial Management	Level 4			
Innovation Mangement	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			

Transportation Operations Manager

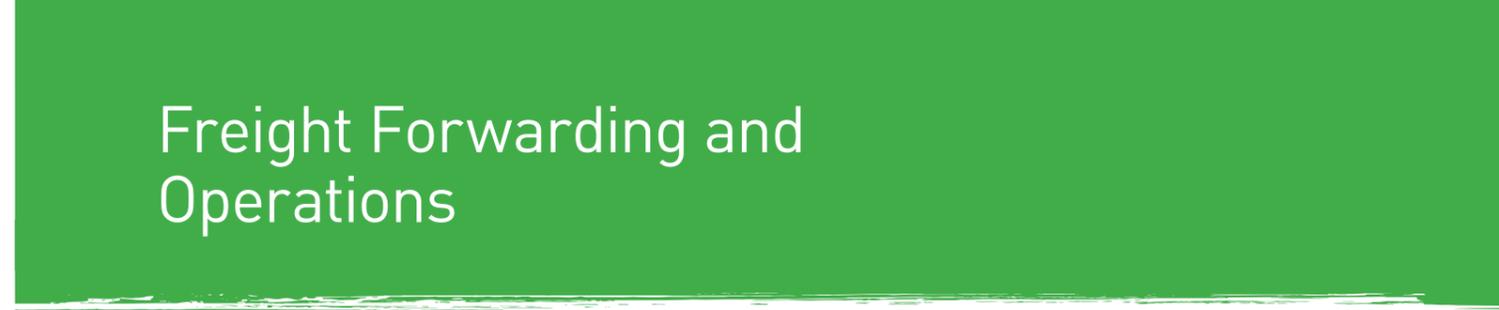
JOB ROLE DESCRIPTION

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Transportation Operations	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 • Manage dangerous goods and chemical logistics operations 	
Drive Business Continuous Improvement	<ul style="list-style-type: none"> • 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 • Motivate colleagues at organisational level to develop innovative solutions for driving change • Build a culture of business process improvements that extend beyond project lifecycle • Develop operations performance pledge using quality management knowledge • Manage overall transportation operations • Lead development of environmental protection policies and procedures 	

Transportation Operations Manager



Freight Forwarding and Operations

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Technology Application Activities	
Drive Business Administration Operations		<ul style="list-style-type: none"> • 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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Business Continuity Management	Level 4	Resource Management
	Business Negotiation	Level 5	Decision Making	Advanced
	Cargo Security Control	Level 4	Leadership	Advanced
	Change Management	Level 5	Communication	Advanced
	Cold Chain Operations Administration	Level 5	Problem Solving	Advanced
	Customer Management	Level 5		
	Financial Management	Level 4		
	Innovation Management	Level 4		
	Logistics Solution Product/Project Management	Level 5		
	Pricing for Transportation Services and Operations	Level 3		
	Process Improvement and Optimisation	Level 5		
	Public-Private-Individual Partnership Collaboration	Level 4		
	Risk Management and Administration	Level 3		
	Shipment Load Planning and Palletisation/Consolidation	Level 4		
	Stakeholder Management	Level 5		
	Strategy Implementation	Level 4		
	Supply Chain Solutioning/Modelling/Strategising	Level 4		
	Time Sensitive Cargo Delivery Management	Level 5		
	Transport Management System Administration	Level 5		
	Transportation Hub/Control Centre Administration	Level 5		
	Transportation Route and Schedule Planning	Level 4		

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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."

"Every day is different with new and exciting challenges, especially when handling special cargo and time-critical shipments."

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Freight Quality Inspection	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Perform WSH activities to ensure personal compliance with requirements Perform safety and health risk assessments
	Perform Compliance Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Work with allocated resources to ensure alignment of interest within business activities Follow operational policies, standards and procedures Perform basic risk assessment

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		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
	Risk Management Administration	Level 1		
	Warehouse/Cargo-related Occupational Health and Safety Management	Level 2		

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Freight Forwarding Tasks	<ul style="list-style-type: none"> Conduct targeted conversations with customers to identify customer needs Perform data entry for freight services
	Perform Cargo and/or Material Handling and Delivery Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Work with allocated resources to ensure alignment of interest within business activities Follow operational policies, standards and procedures Perform basic risk assessment 	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Issuance and Dispatch	Level 1	Communication	Basic
	Cargo Receipt and Inspection	Level 1	Problem Solving	Basic
	Cargo Tracking System Administration	Level 1	Decision Making	Basic
	Cold Chain Operations Administration	Level 1	Digital Literacy	Basic
	Customer Management	Level 1	Service Orientation	Basic
	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		

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Freight Forwarding Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Issuance and Dispatch	Level 2	Communication	Basic
	Cargo Receipt and Inspection	Level 2	Problem Solving	Basic
	Cargo Security Control	Level 3	Decision Making	Basic
	Cargo Tracking System Administration	Level 2	Digital Literacy	Basic
	Cold Chain Operations Administration	Level 1	Service Orientation	Basic
	Customer Management	Level 2		
	Freight and Cargo Claim Administration	Level 3		
	Freight Insurance Administration	Level 3		
	Import and Export Documentation Administration	Level 2		
	International Trade Legislation Compliance	Level 2		
	Livestock Cargo Administration	Level 2		
	Risk Management and Administration	Level 1		
Time Sensitive Cargo Delivery Management	Level 1			

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Freight Quality Inspection	<ul style="list-style-type: none"> Lead inspection of cargo acceptance documentation and handle customs clearance processing according to industry standards or sector requirements Lead inspection of cargo or material-handling security procedures Lead inspection of incident or crisis management initiatives Account for incoming materials downgrade and rejection assessment
	Perform Safety and Health Tasks	<ul style="list-style-type: none"> Suggest WSH solutions to address localised shortcomings in existing processes Coordinate WSH activities to ensure personal compliance to requirements Generate WSH investigation reports Report WSH incidents
	Perform Compliance Tasks	<ul style="list-style-type: none"> Account for performance of standard and established compliance-related administrative activities Account for checks in accordance to internal standard operating procedures (SOP), government regulatory requirements and legislations to identify non-compliance Drive on-time completion of all assigned internal audit tasks Maintain repository of required licenses and agreements
Perform Business Administration Tasks	<ul style="list-style-type: none"> Optimise use of allocated resources within business activities Execute operational policies, standards and procedures Evaluate risk factors that impact efficiency Supervise teams at work 	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Issuance and Dispatch	Level 4	Problem Solving	Intermediate
	Cargo Receipt and Inspection	Level 4	Decision Making	Intermediate
	Import and Export Documentation Administration	Level 4	Service Orientation	Intermediate
	International Trade Legislation Compliance	Level 3	Sense Making	Intermediate
	Logistics Process Quality Management	Level 3	Digital Literacy	Intermediate
	Risk Management and Administration	Level 2		
Warehousing/Cargo-related Occupational Health and Safety Management	Level 3			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Freight Forwarding Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Optimise use of allocated resources within business activities • Apply operational policies, standards and procedures • Evaluate risk factors that impact efficiency • Supervise teams at work

Brokerage Supervisor/Freight Supervisor

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Bulk Cargo Administration	Level 3	Problem Solving	Intermediate
	Cargo Issuance and Dispatch	Level 3	Communication	Intermediate
	Cargo Receipt and Inspection	Level 3	Decision Making	Intermediate
	Cargo Tracking System Administration	Level 3	Resource Management	Intermediate
	Cold Chain Operations Administration	Level 1	Service Orientation	Basic
	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			

Freight Officer

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Freight Forwarding Tasks	<ul style="list-style-type: none"> Evaluate customer needs to improve freight operations processes Recommend operational plans for non-established and large-scale freight shipments
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Freight Officer

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Business Administration Tasks	<ul style="list-style-type: none"> Communicate requirements and activities to stakeholders Manage stakeholders to monitor completion of requirements and activities Optimise use of allocated resources within business activities Apply operational policies, standards and procedures Evaluate risk factors that impact efficiency

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Bulk Cargo Administration	Level 3	Problem Solving	Intermediate
	Business Negotiation	Level 3	Communication	Intermediate
	Cargo and Receipt Inspection	Level 3	Decision Making	Intermediate
	Cargo Issuance and Dispatch	Level 3	Service Orientation	Intermediate
	Cargo Tracking System Administration	Level 3	Digital Literacy	Intermediate
	Cold Chain Operations Administration	Level 1		
	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		

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Freight Forwarding Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Shipping Specialist/Import Export Specialist/ Freight Executive

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Business Administration Tasks	<ul style="list-style-type: none"> • 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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Bulk Cargo Administration	Level 4	Problem Solving	Intermediate
	Business Continuity Management	Level 3	Communication	Intermediate
	Business Negotiation	Level 4	Decision Making	Intermediate
	Cargo and Receipt Inspection	Level 4	Resource Management	Intermediate
	Cargo Issuance and Dispatch	Level 4	Managing Diversity	Intermediate
	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			

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

JOB ROLE 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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Freight Forwarding Operations	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Bulk Cargo Administration	Level 5	Communication	Advanced
	Business Continuity Management	Level 4	Decision Making	Advanced
	Business Negotiation	Level 5	Leadership	Advanced
	Change Management	Level 5	Resource Management	Advanced
	Customer Management	Level 5	Managing Diversity	Advanced
	Financial Management	Level 3		
	International Trade Legislation Compliance	Level 5		
	Logistics Process Quality Management	Level 4		
	Logistics Solution Design Thinking	Level 4		
	Logistics Solution Product/Project Management	Level 4		
	Pricing for Cargo Services and Operations	Level 5		
	Risk Management and Administration	Level 3		
	Stakeholder Management	Level 5		



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."

"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 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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Business Administration Tasks	<ul style="list-style-type: none"> Communicate requirements and activities to stakeholders Work with allocated resources to ensure alignment of interest within business activities Apply operational policies, standards and procedures Perform basic risk assessment
	Perform Cargo and/or Material Handling and Delivery Tasks	<ul style="list-style-type: none"> Perform acceptance of cargo according to industry standards or sector requirements Prepare cargo acceptance documentation and handle customs clearance processing according to industry standards or sector requirements Track cargo handling schedules to ensure timelines are complied with Understand spot pricing
	Perform Customer Service Tasks	<ul style="list-style-type: none"> Identify appropriate solutions to address customer queries based on sales/customer management knowledge Execute logistics services that meet customer requirements Support the monitoring of lapses in delivery of logistics services to customers Perform standard and established compliance administrative activities Perform a support role in compliance operations and/or advise clients on tariff, rates, costs and/or quotations requirements and eligibility

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Issuance and Dispatch	Level 2	Communication	Basic
	Cargo Receipt and Inspection	Level 2	Managing Diversity	Basic
	Cargo Tracking System Administration	Level 2	Problem Solving	Basic
	Customer Management	Level 1	Service Orientation	Basic
	Import and Export Documentation Administration	Level 2	Teamwork	Basic
	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		
Supply Chain Solutioning/Modelling/Planning/Strategising	Level 3			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Business Administration Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Execute appropriate solutions to address customer queries based on sales/customer management knowledge Resolve 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	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Business Development Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Optimise use of allocated resources within business activities Evaluate risk factors that impact on efficiency

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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Development	Level 4	Communication	Advanced
	Business Negotiation	Level 4	Managing Diversity	Basic
	Customer Management	Level 4	Problem Solving	Intermediate
	Logistics Solution Sales	Level 4	Service Orientation	Advanced
	Market Research	Level 4	Creative Thinking	Intermediate
	Pricing for Cargo Services and Operations	Level 3		
	Pricing for Transportation Services and Operations	Level 3		
	Pricing for Warehouse Services and Operations	Level 3		
	Risk Management and Administration	Level 3		
Stakeholder Management	Level 3			
Strategy Implementation	Level 3			

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Business Administration Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Negotiation	Level 4	Communication	Advanced
	Cargo Receipt and Inspection	Level 3	Managing Diversity	Basic
	Customer Management	Level 4	Problem Solving	Intermediate
	Import and Export Documentation Administration	Level 4	Service Orientation	Intermediate
	Logistics Solution Sales	Level 4	Creative Thinking	Intermediate
	Market Research	Level 4		
	Pricing for Cargo Services and Operations	Level 3		
	Pricing for Transportation Services and Operations	Level 3		
	Pricing for Warehouse Services and Operations	Level 3		
	Risk Management and Administration	Level 2		
Stakeholder Management	Level 4			

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Customer Service Tasks	<ul style="list-style-type: none"> Implement appropriate solutions to address customer queries based on sales and/or customer management knowledge Understand customer information and needs to improve customer relationships Monitor lapses in delivery of logistics services to customers
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> Follow situational factors that promote and inhibit changes Understand risks associated with different approaches of process changes Perform documentation of business requirements Perform identification of business requirements Understand business process improvements through workflow analysis methods to support system developments throughout project life cycle
	Perform Business Development Tasks	<ul style="list-style-type: none"> Conduct targeted conversations with customers to identify customer needs Understand customer logistics service needs by building communicative and open relationships Collaborate with stakeholders to grow relationships that assist in revenue generation within assigned verticals

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Customer Management	Level 3	Communication	Intermediate
	Logistics Solution Sales	Level 3	Problem Solving	Intermediate
	Market Research	Level 3	Service Orientation	Intermediate
	Pricing for Cargo Services and Operations	Level 2	Teamwork	Intermediate
	Pricing for Transportation Services and Operations	Level 2	Creative Thinking	Basic
	Pricing for Warehouse Services and Operations	Level 2		
	Risk Management and Administration	Level 2		
Stakeholder Management	Level 3			

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Customer Service Tasks	<ul style="list-style-type: none"> Resolve customer relationship management conflicts Analyse customer information and needs to improve customer relationships Plan delivery of logistics services that meet customer requirements Monitor lapses in delivery of logistics services to customers
	Perform Business Continuous Improvement Activities	<ul style="list-style-type: none"> Analyse business processes improvement solutions to determine effectiveness Analyse better ways to approach problems through synthesising and reorganising the problem information Analyse risks associated with different approaches of process changes Facilitate adherence to customer service standards
	Perform Business Development Tasks	<ul style="list-style-type: none"> Analyse market needs and opportunities in key accounts within assigned verticals Analyse the prevalent trends, dynamics and market movements to grow businesses Analyse customer logistics service needs by building communicative and open relationships Collaborate with stakeholders to grow relationships that assist in revenue generation within assigned verticals

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Customer Management	Level 4	Communication	Intermediate
	Data and Statistical Analytics	Level 2	Problem Solving	Intermediate
	Financial Management	Level 3	Resource Management	Basic
	Logistics Solution Sales	Level 4	Service Orientation	Intermediate
	Logistics Solutions Marketing	Level 4	Creative Thinking	Basic
	Market Research	Level 4		
	Pricing for Cargo Services and Operations	Level 3		
	Pricing for Transportation Services and Operations	Level 3		
	Pricing for Warehouse Services and Operations	Level 3		
	Public Relations Management	Level 3		
	Risk Management and Administration	Level 2		
	Strategic Service Excellence	Level 4		
	Strategy Implementation	Level 4		

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Business Development Operations	<ul style="list-style-type: none"> Collaborate with key account managers to identify new businesses and grow relationships that assist in revenue generation within assigned verticals Develop vertical business plans to grow the markets of vertical sectors Engage in targeted conversations that steer customers to solutions that address their needs Drive customer attraction and retention strategies to improve on customer loyalty
	Drive Sales and Marketing Operations	<ul style="list-style-type: none"> Review sales proposals and/or tender documents 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	<ul style="list-style-type: none"> Develop co-created solutions with customers to enhance offerings and competitiveness Review customer needs to enhance offerings and competitiveness Develop lapses in delivery of logistics services to customers Develop intervention strategies to mitigate gaps in delivery of logistics services
	Drive Business Administration Operations	<ul style="list-style-type: none"> Optimise use of allocated resources within business activities Develop intervention strategies to mitigate gaps in delivery of logistics services Manage teams in the workplace Develop risk mitigation plans

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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Development	Level 4	Communication	Advanced
	Business Negotiation	Level 4	Leadership	Advanced
	Customer Management	Level 5	Managing Diversity	Advanced
	Financial Management	Level 4	Problem Solving	Advanced
	Logistics Solution Marketing	Level 4	Service Orientation	Advanced
	Logistics Solution Sales	Level 4		
	Market Research	Level 4		
	Pricing for Cargo Services and Operations	Level 5		
	Pricing for Warehouse Services and Operations	Level 5		
	Risk Management and Administration	Level 4		
	Stakeholder Management	Level 4		
	Strategic Service Excellence	Level 5		
	Strategy Implementation	Level 4		
Strategy Planning	Level 4			

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Customer Service Operations	<ul style="list-style-type: none"> Forecast customer needs to enhance offerings and competitiveness Develop intervention strategies to mitigate gaps in delivery of logistics services
	Drive Business Development Operations	<ul style="list-style-type: none"> 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 on customer loyalty Influence stakeholders to grow relationships that assist in revenue generation in multiple verticals
	Drive Business Process Improvement	<ul style="list-style-type: none"> Review better ways to approach problems through synthesising and reorganising the problem information
	Drive Business Administration Operations	<ul style="list-style-type: none"> Optimise use of allocated resources within business activities Evaluate operational policies, standards and procedures Develop risk mitigation plans Manage teams in the workplace

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Continuity Management	Level 3	Communication	Advanced
	Business Development	Level 4	Leadership	Advanced
	Customer Management	Level 5	Managing Diversity	Advanced
	Financial Management	Level 3	Problem Solving	Advanced
	Logistics Solution Sales	Level 4	Service Orientation	Advanced
	Market Research	Level 4		
	Pricing for Cargo Services and Operations	Level 4		
	Pricing for Transportation Services and Operations	Level 3		
	Pricing for Warehouse Services and Operations	Level 4		
	Public Relations Management	Level 4		
	Risk Management and Administration	Level 3		
	Strategic Human Resource Management	Level 4		
	Stakeholder Management	Level 4		
	Strategic Service Excellence	Level 5		
Strategy Implementation	Level 4			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Business Development Operations	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Align resources management (manpower and asset) 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

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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Continuity Management	Level 4	Communication	Advanced
	Business Development	Level 5	Leadership	Advanced
	Business Negotiation	Level 5	Managing Diversity	Advanced
	Corporate Governance	Level 4	Problem Solving	Advanced
	Customer Management	Level 6	Resource Management	Intermediate
	Financial Management	Level 4		
	Innovation Management	Level 5		
	Logistics Solution Marketing	Level 5		
	Market Research	Level 4		
	Public Relations Management	Level 5		
	Risk Management and Administration	Level 3		
	Stakeholder Management	Level 5		
	Strategic Human Resource Management	Level 5		
	Strategic Service Excellence	Level 6		
Strategy Implementation	Level 5			
Strategy Planning	Level 5			



Senior Manager, Solutions – Healthcare

Jonathan Choo
ST Logistics Pte Ltd

FINDING THE RIGHT SOLUTIONS

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 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.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Perform Business Development Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Perform analysis and research Analyse data and research outputs to offer explanations for data findings
	Perform Logistics Solutioning Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Skill/Competency	Level	Skill/Competency	Level
	Business Development	Level 2	Problem Solving	Intermediate
	Cloud Computing Application	Level 3	Digital Literacy	Intermediate
	Contract/Vendor Management	Level 2	Computational Thinking	Basic
	Data and Statistical Analytics	Level 3	Sense Making	Intermediate
	Logistics Operations Research and Planning	Level 3	Service Orientation	Intermediate
	Logistics Solution Design Thinking	Level 3		
	Logistics Solution Product/Project Management	Level 3		
	Market Research	Level 2		
	Material Flow Modelling	Level 3		
	Material Management (Planning, Sourcing, Use, Disposal)	Level 3		
	Process Improvement and Optimisation	Level 3		
	Risk Management and Administration	Level 1		
	Supply Chain Solutioning/Modelling/Planning/Strategising	Level 3		
	Vertical Programme Management	Level 3		

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Data Analytics Tasks	<ul style="list-style-type: none"> • 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
	Perform Logistics Solutioning Tasks	<ul style="list-style-type: none"> • 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
	Perform Programme Management Tasks	<ul style="list-style-type: none"> • Perform administrative support for project management processes • Execute different aspects of project management based on priorities and needs
	Perform Customer Service Tasks	<ul style="list-style-type: none"> • Deliver logistics services that meet customer requirements
	Perform Business Administration Tasks	<ul style="list-style-type: none"> • 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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Contract/Vendor Management	Level 2	Problem Solving	Intermediate
	Customer Management	Level 2	Digital Literacy	Intermediate
	Data and Statistical Analytics	Level 3	Computational Thinking	Basic
	E-Logistics IT Solutioning	Level 3	Sense Making	Intermediate
	Logistics Operations Research and Planning	Level 3	Service Orientation	Intermediate
	Logistics Solution Design Thinking	Level 3		
	Logistics Solution Product/Project Management	Level 3		
	Market Research	Level 2		
	Material Flow Modelling	Level 3		
	Material Management (Planning, Sourcing, Use, Disposal)	Level 3		
	Process Improvement and Optimisation	Level 3		
	Risk Management and Administration	Level 1		
Supply Chain Solutioning/Modelling/Planning/Strategising	Level 3			

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Business Development Tasks	<ul style="list-style-type: none"> • 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
	Perform Data Analytics Tasks	<ul style="list-style-type: none"> • 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
	Perform Logistics Solutioning Tasks	<ul style="list-style-type: none"> • 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
	Perform Customer Service Tasks	<ul style="list-style-type: none"> • 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
	Perform Business Administration Tasks	<ul style="list-style-type: none"> • Perform basic risk assessments • Supervise teams at work • Develop alternatives to enhance operational policies, standards and procedures • Optimise use of allocated resources within business activities • Manage stakeholders to monitor completion of requirements and activities

Logistics Solutions Specialist/ Logistics Solutions Engineer

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Autonomous Logistics Design and Application	Level 3	Problem Solving	Intermediate
Business Development	Level 3	Resource Management	Basic	
Cloud Computing Application	Level 4	Service Orientation	Intermediate	
Contract/Vendor Management	Level 3	Transdisciplinary Thinking	Intermediate	
Customer Management	Level 4	Virtual Collaboration	Intermediate	
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 4			
Logistics Solution Design Thinking	Level 4			
Logistics Solution Product/Project Management	Level 4			
Market Research	Level 3			
Material Flow Modelling	Level 4			
Material Management (Planning, Sourcing, Use, Disposal)	Level 4			
Process Improvement and Optimisation	Level 4			
Risk Management and Administration	Level 1			
Stakeholder Management	Level 3			
Supply Chain Solutioning/Modelling/Planning/Strategising	Level 4			
Vertical Programme Management	Level 3			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
		Perform Data Analytics Tasks
	Perform Logistics Solutioning Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Logistics Contracts Executive/Logistics Operations Executive/Logistics Operations Specialist

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Autonomous Logistics Design and Application	Level 3	Problem Solving	Intermediate
	Cloud Computing Application	Level 4	Resource Management	Intermediate
	Contract/Vendor Management	Level 3	Service Orientation	Intermediate
	Customer Management	Level 3	Transdisciplinary Thinking	Intermediate
	Data and Statistical Analytics	Level 4	Virtual Collaboration	Intermediate
	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			

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Vertical Business Tasks	<ul style="list-style-type: none"> Propose standard solutions for specific verticals Customise standard solutions within predetermined parameters for specific verticals Propose integrated multi-modal solutions with multiple considerations for specific verticals Support customers in working with various government bodies in vertical logistics operations Collaborate with various government bodies to support vertical logistics operations
	Perform Logistics Solutioning Tasks	<ul style="list-style-type: none"> Analyse logistics solutions that address customer needs Identify gaps and weaknesses in supply chain operations Collaborate with stakeholders to grow relationships that assist in revenue generation within assigned verticals
	Perform Programme Management Tasks	<ul style="list-style-type: none"> Implement innovative logistics solutions Review different aspects of project management based on priorities and needs Develop relationships that assist in revenue generation for specific verticals Manage different aspects of project management based on priorities and needs Estimate resources required for project activities accurately Develop integrated project plans that include scope and resources required
	Perform Customer Service Tasks	<ul style="list-style-type: none"> Analyse customer information and needs to improve customer relationships Plan delivery of logistics services that meet customer requirements
Perform Business Administration Tasks	<ul style="list-style-type: none"> Perform basic risk assessments Develop alternatives to enhance operational policies, standards and procedures Optimise use of allocated resources within business activities Manage stakeholders to monitor completion of requirements and activities 	

Vertical Specialist

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Contract/Vendor Management	Level 3	Problem Solving	Intermediate
	Customer Management	Level 4	Digital Literacy	Intermediate
	Event Logistics Administration	Level 3	Computational Thinking	Basic
	Logistics Operations Research and Planning	Level 4	Sense Making	Intermediate
	Logistics Solution Design Thinking	Level 4	Service Orientation	Intermediate
	Logistics Solution Product/Project Management	Level 4		
	Market Research	Level 3		
	Material Management (Planning, Sourcing, Use, Disposal)	Level 3		
	Process Improvement and Optimisation	Level 4		
	Retail Logistics Administration	Level 3		
	Risk Management and Administration	Level 1		
	Stakeholder Management	Level 3		
	Supply Chain Solutioning/Modelling/Planning/Strategising	Level 3		
Vertical Programme Management	Level 4			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Business Development Operations	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Autonomous Logistics Design and Application	Level 4	Communication	Advanced
Business Development	Level 4	Managing Diversity	Intermediate	
Cloud Computing Application	Level 4	Problem Solving	Advanced	
Contract/Vendor Management	Level 4	Service Orientation	Advanced	
Customer Management	Level 5	Transdisciplinary Thinking	Intermediate	
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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive Data Analytics Operations
	Drive Logistics Solutioning Services	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Logistics Contracts Manager/ Logistics Programme Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Autonomous Logistics Design and Application	Level 4	Communication	Advanced
Cloud Computing Application	Level 4	Leadership	Intermediate	
Contract/Vendor Management	Level 4	Managing Diversity	Intermediate	
Contract Preparation, Evaluation, Negotiation and Tendering	Level 5	Problem Solving	Advanced	
Customer Management	Level 4	Service Orientation	Intermediate	
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 4			
Logistics Solution Design Thinking	Level 5			
Logistics Solution Product/Project Management	Level 5			
Market Research	Level 4			
Material Flow Modelling	Level 4			
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 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	CRITICAL WORK FUNCTIONS	KEY TASKS
		Drive Vertical Business Operations
	Drive Logistics Solutioning Services	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Vertical Product Manager

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

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Data Analytics Operations	<ul style="list-style-type: none"> Monitor lapses in delivery of logistics services to customers Develop intervention strategies to mitigate gaps in delivery of logistics services
	Drive Logistics Solutioning Services	<ul style="list-style-type: none"> Influence key stakeholders to adopt big data solutions Influence key stakeholders on risks and implications resulting from analysis and research
	Drive Programme Management Activities	<ul style="list-style-type: none"> Lead implementation of innovative logistics solutions for customers Develop supply chain strategies to meet customers' requirements Formulate strategies to involve stakeholders in addressing gaps Influence key stakeholders to adopt logistics operating procedures Influence stakeholders to grow relationships that assist in revenue generation in multiple verticals
	Drive Customer Service Operations	<ul style="list-style-type: none"> Analyse the prevalent trends, dynamics and market movements to formulate business strategies Influence key account managers to identify new businesses and grow relationships that assist in revenue generation in multiple verticals Drive customer attraction and retention strategies to improve on customer loyalty
	Drive Business Administration Operations	<ul style="list-style-type: none"> Develop risk mitigation plans Lead teams in the workplace Apply operational policies, standards and procedures Align resources management (manpower and asset) strategies with business strategies across different business activities Influence stakeholders' perspectives of requirements and activities

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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Autonomous Logistics Design and Application	Level 5	Problem Solving
	Business Continuity Management	Level 4	Sense Making	Advanced
	Business Development	Level 5	Service Orientation	Advanced
	Business Negotiation	Level 5	Virtual Collaboration	Advanced
	Change Management	Level 5	Leadership	Advanced
	Cloud Computing Application	Level 5		
	Contract/Vendor Management	Level 5		
	Corporate Governance	Level 4		
	Customer Management	Level 5		
	Data and Statistical Analytics	Level 5		
	E-Logistics IT Solutioning	Level 5		
	Financial Management	Level 4		
	Integrated System Design and Application	Level 5		
	Logistics Operations Research and Planning	Level 5		
	Logistics Solution Design Thinking	Level 5		
	Logistics Solution Product/Project Management	Level 5		
	Material Management (Planning, Sourcing, Use, Disposal)	Level 5		
	Process Improvement and Optimisation	Level 5		
	Risk Management and Administration	Level 3		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
	Supply Chain Solutioning/Modelling/Planning/Strategising	Level 5		
	Vertical Programme Management	Level 5		

Logistics Process Improvement and Information System

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CIO Global Programs & Standards

Supriya Rao Patwardhan
DHL Express

KEEPING UP WITH TRENDS

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 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	KEY TASKS
	Perform Data Management Tasks	<ul style="list-style-type: none"> Perform analysis and research Provide operational support in data management initiatives across the organisation
	Perform Technology Application and Integration Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Cargo Tracking System Administration	Level 2	Creative Thinking	Basic
	Customer Management	Level 2	Communication	Basic
	Data and Statistical Analytics	Level 2	Problem Solving	Basic
	Information Technology and Network Security	Level 3	Transdisciplinary Thinking	Basic
	Intellectual Property (IP) Management	Level 2	Virtual Collaboration	Basic
	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			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Data Analytics Tasks	<ul style="list-style-type: none"> 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 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Customer Management	Level 4	Communication	Advanced
	Data and Statistical Analytics	Level 5	Problem Solving	Intermediate
	Enterprise Database System Administration	Level 4	Resource Management	Intermediate
	Financial Management	Level 4	Service Orientation	Intermediate
	Information Technology and Network Security	Level 4	Transdisciplinary Thinking	Intermediate
	Intellectual Property (IP) Management	Level 3		
	Logistics Operations Research and Planning	Level 4		
	Market Research	Level 4		
	Process Improvement and Optimisation	Level 4		
	Risk Management and Administration	Level 2		
	Stakeholder Management	Level 4		
	Technology Application	Level 4		
Technology Infrastructure Management and Integration	Level 4			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform Business Process Improvement Activities	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Business Process Excellence Engineer/ Operations Specialist/Industrial Operations Engineer

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Automation Design	Level 4	Communication	Intermediate
	Autonomous Logistics Design and Application	Level 4	Problem Solving	Intermediate
	Cloud Computing Application	Level 4	Service Orientation	Intermediate
	Data and Statistical Analytics	Level 4	Transdisciplinary Thinking	Intermediate
	Financial Management	Level 4	Virtual Collaboration	Intermediate
	Information Technology and Network Security	Level 4		
	Intellectual Property (IP) Management	Level 4		
	Knowledge Management	Level 4		
	Logistic Solution/Product 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			

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	KEY TASKS
	Perform IT Account Management Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Facilitate operational support in data management initiatives across the organisation
Drive Business Administration Operations	<ul style="list-style-type: none"> • 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 • Optimise use of allocated resources within business activities • Apply operational policies, standards and procedures • Perform basic risk assessments 	

Logistics IT Executive/Digital Services Executive/ Logistics System Analyst

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Customer Management	Level 3	Communication	Intermediate
	Enterprise Database System Administration	Level 3	Problem Solving	Intermediate
	Information Technology and Network Security	Level 3	Resource Management	Intermediate
	Knowledge Management	Level 3	Service Orientation	Intermediate
	Logistics Process Quality Management	Level 3	Transdisciplinary Thinking	Intermediate
	Process Improvement and Optimisation	Level 2		
	Risk Management and Administration	Level 1		
	Technology Application	Level 3		
Technology Infrastructure Management and Integration	Level 3			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform IT Account Management Tasks	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Operations Integration Specialist/System Integration Engineer/Infrastructure Specialist

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Autonomous Logistics Design and Application	Level 3	Communication	Intermediate
	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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform IT Account Management Tasks	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Contract/Vendor Management	Level 3	Communication	Advanced
	Customer Management	Level 4	Leadership	Intermediate
	Financial Management	Level 3	Problem Solving	Advanced
	Information Technology and Network Security	Level 4	Resource Management	Advanced
	Logistics Operations Research and Planning	Level 4	Service Orientation	Intermediate
	Logistics Process Quality Management	Level 4		
	Logistics Solution Sales	Level 4		
	Market Research	Level 4		
	Process Improvement and Optimisation	Level 4		
	Risk Management and Administration	Level 2		
	Stakeholder Management	Level 4		
	Strategy Implementation	Level 4		
Technology Application	Level 4			

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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Business Administration Operations	<ul style="list-style-type: none"> 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
	Drive Business Process Improvement	<ul style="list-style-type: none"> 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
	Drive Logistics Solutioning Services	<ul style="list-style-type: none"> 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
	Drive Technology Application and Integration Activities	<ul style="list-style-type: none"> 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

Logistics Innovation and Process Improvement Manager/ Customer and Logistics Systems Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Data Analytics Operations	<ul style="list-style-type: none"> 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

SKILLS AND COMPETENCIES	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	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive Business Administration Operations	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

IT Business Solutions Manager/ Digital Services Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Drive Technology Application and Integration Activities	<ul style="list-style-type: none"> 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	TECHNICAL 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	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive Business Administration Operations	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Cultivate strong relationships with public and private sector stakeholders
	Drive Business Process Improvement Activities	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Drive the organisation's governance, compliance issues and reporting, including but not limited to sound fiscal management
	Drive Technology Application AND Integration Activities	<ul style="list-style-type: none"> • Drive organisational transformation projects and programmes development

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

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Continuity Management	Level 5	Communication	Advanced
	Business Development	Level 5	Developing People	Advanced
	Business Negotiation	Level 5	Problem Solving	Advanced
	Change Management	Level 5	Resource Management	Advanced
	Corporate Governance	Level 5	Service Orientation	Advanced
	Customer Management	Level 6		
	Financial Management	Level 5		
	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			

Overview of Technical Skills and Competencies (TSC)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Business Management	Risk Management and Administration	Identify, assess and prioritise risks and apply resources to mitigate risks and impact of incidents	●	●	●	●	●	
	Change Management	Manage people, processes, tools and techniques to help organisation make successful transitions, resulting in adoption and realisation of changes			●	●	●	
	Business Continuity Management	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			●	●	●	
	Innovation Management	Manage decisions, activities and practices that transit ideas to realisation for purpose of generating business value				●	●	
	Intellectual Property (IP) Management	Establish organisational IP goals, manage and implement collation of IP materials to support IP reviews and registration processes			●	●		
	Data and Statistical Analytics	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	●	●	●	●		
	Strategy Planning	Develop organisational strategies and policies by analysing impact of internal and external influencing factors and seeking consultations from relevant stakeholders				●	●	●
	Strategy Implementation	Evaluate the impact of critical business functions, conduct situational analysis and formulate, review and refine business function strategies			●	●	●	
	Public Relations Management	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			●	●	●	
	Strategic Human Resource Management	Establish strategies, policies and principles aligned with business objectives and leverage on organisational culture to enhance integration and maximisation of employee contributions				●	●	●
	Strategic Service Excellence	Establish strategies and operating principles to consistently meet and manage customer's expectations in order to support business requirements				●	●	●
	Corporate Governance	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			●	●	●	
	Financial Management	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			●	●	●	

Overview of Technical Skills and Competencies (TSC)

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

Overview of Technical Skills and Competencies (TSC)

TSC Category	TSC Title	TSC Description	Proficiency Levels						
			1	2	3	4	5	6	
Process Improvement	Logistics Operations Research and Planning	Adopt advanced quantitative methods to analyse, design, plan and control logistics systems in order to support business requirements			●	●	●		
	Logistics Process Quality Management	Apply processes to align all components of business with quality requirements of the organisation in order to maximise quality and reduction of waste			●	●	●		
	Process Improvement and Optimisation	Adopt process mining tools to discover critical processes and maximise these processes to achieve maximum efficiency in accordance with organisation procedures	●		●	●	●		
Solutioning AND Programme Management	Logistics Solution Sales	Identify customer needs, evaluate these needs and identify probable solutions so as to sell logistics solutions and services to solve the needs of customers			●	●	●		
	Logistics Solution Marketing	Plan, implement and control business activities to conduct buying and selling of product offerings or services between buyers and sellers of logistics services			●	●	●		
	Logistics Solution Design Thinking	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			●	●	●		
	Material Flow Modelling	Analyse the inflow and outflow of material, substance or product flows across different industrial sectors or within ecosystems to achieve optimisation			●	●	●		
	Supply Chain Solutioning/Modelling/Planning/Strategising	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			●	●	●		
	Material Management (Planning, Sourcing, Use, Disposal)	Establish plans, organisation procedures and controls of flow of materials from the point of origin to the point of consumption and disposal			●	●	●		
	Logistics Solution Product/Project Management	Manage activities to meet project requirements and translate to plans that deliver ontime, on-budget learning and integration that organisations need			●	●	●		
	Vertical Programme Management	Manage logistics/supply chain programmes and customers in niche areas			●	●	●		
	Retail Logistics Administration	Manage and administer modern distribution systems, create movement plans, manage availability of infrastructure in order to ensure profitability is maximised by the logistics systems			●	●			
	Event Logistics Administration	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			●	●			
	Engineering Installation Design	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			●	●			

Overview of Technical Skills and Competencies (TSC)

TSC Category	TSC Title	TSC Description	Proficiency Levels						
			1	2	3	4	5	6	
Solutioning AND Programme Management	Automation Design	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			●	●	●		
	Bulk Cargo Administration	Manage and administer transportation for unpacked commodity cargo (both liquid and dry) in large quantities			●	●	●		
	Autonomous Logistics Design and Application	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			●	●	●		
Stakeholder and Customer Management	Order Fulfilment Administration	Administer receiving, processing, delivery and optimisation processes for orders in order to support business and customer requirements	●	●	●				
	Market Research	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		●	●	●	●		
	Business Development	Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation		●	●	●	●		
	Customer Management	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	●	●	●	●	●	●	
	Contract Preparation, Evaluation, Negotiation and Tendering	Manage contract creation, evaluation, negotiation, and tendering to maximise operation and financial performance of an organisation			●	●	●		
	Stakeholder Management	Monitor and maintain constructive relationships with stakeholders by influencing their expectations appropriately to help a business move toward its stated goals			●	●	●		
	Business Negotiation	Manage end to end business negotiations, whether to engage, as well as translate defining processes and procedures in order to support business requirements			●	●	●		
	Contract/Vendor Management	Manage contract creation, execution and analysis to maximise financial and operational performance and minimise risks		●	●	●	●		
	Public-Private-Individual Partnership Collaboration	Manage contracts between private entities and public agencies to maximise financial and operational performance and minimise risks				●	●		

Overview of Technical Skills and Competencies (TSC)

TSC Category	TSC Title	TSC Description	Proficiency Levels						
			1	2	3	4	5	6	
Technology Management	Technology Infrastructure Management and Integration	Evaluate latest available technologies to integrate into existing operations so as to improve customer service, reduce costs and streamline supply chains			●	●	●		
	Technology Application	Apply and integrate evaluated technologies into organisation operations or processes to achieve desired outcomes	●	●	●				
	Integrated System Design and Application	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			●	●	●		
	Enterprise Database System Administration	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			●	●	●		
	Knowledge Management	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			●	●	●		
	E-Logistics IT Solutioning	Integrate internet-based technologies with back-end processes to improve logistics operations and develop new logistic management practices to support technological advances			●	●	●		
	Cloud Computing Application	Manage supply chains through cloud computing technologies in order to offer a collaborative framework with centralised storage and contact points, fewer visibility barriers, and opportunities to enact simplified, standardised processes			●	●	●		
	Information Technology and Network Security	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			●	●	●	●	
	Transportation Management	Transportation Hub /Control Centre Administration	Optimise logistics operations including provision of transportation services and optimal use of resources		●	●	●	●	
Transport Management System Administration		Manage and administer process enforcement, analytics, and optimisation of Transport Management System (TMS) for moving freight in all modes, including intermodal movements		●	●	●	●		
Transportation Route AND Schedule Planning		Optimise transportation resources for route scheduling and dispatching using vehicle fleet management systems		●	●	●			
Transportation Equipment Handling		Operate different types of transport equipment including conveyors, cranes and industrial trucks for the movement and storage of materials	●	●	●				
Pricing for Transportation Services and Operations		Apply knowledge in cargo rating together with understanding needs of shippers and consignees for developing reliable and affordable transportation solutions		●	●				

Overview of Technical Skills and Competencies (TSC)

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

Overview of Technical Skills and Competencies (TSC)

TSC Category	TSC Title	TSC Description	Proficiency Levels						
			1	2	3	4	5	6	
Workplace Safety and Health	Warehousing/ Cargo-related Occupational Health and Safety Management	Manage warehouse or cargo-related workplace safety and health objectives and targets in compliance with regulatory requirements		●	●	●	●		
	Environmental Protection Management	Establish policies and procedures for sustainable environment practices covering green procurement, gas emissions, disposal methods, product quality standards and regulatory compliance		●	●	●	●		
	Hazardous Materials Identification System (HMIS) Administration	Establish procedures and documentation using Hazardous Materials Identification System (HMIS) for control and audit		●	●	●			
	Dangerous Goods (DG) Management	Perform specialised services covering dangerous goods operations for regulatory compliance and customer requirements	●	●	●	●			

General Description for Technical Skills and Competencies (TSCs)

Level	Responsibility (Degree of supervision and accountability)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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)

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

Overview of Generic Skills and Competencies (GSC)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Interpersonal Skills	Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes.	Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations.	Detect and decipher emotions of others to manage interpersonal relationships in social situations.	Influence, guide and handle others' emotions to build instrumental relationships and manage conflicts and disagreements.
Leadership	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.	Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.	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.	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
Lifelong Learning	Seek out opportunities to enhance one's knowledge and skills. Access and acquire new knowledge and skills actively for continual learning.	Organise and manage own learning by setting learning targets. Identify learning approaches to achieve work or career goals.	Engage in collaborative learning by discussing one's learning with others and soliciting feedback to continually improve oneself.	Conduct self-reflective practices to review one's learning to facilitate continual growth in one's career or profession.
Managing Diversity	Work well with people from different ethnic, social, cultural and educational backgrounds and understand the concerns and interests of diverse work groups.	Demonstrate sensitivity to the cultural characteristics, values, beliefs, and behaviors of another ethnic or cultural group.	Build relationships with different ethnic or cultural groups by engaging in cross-cultural cooperative projects.	Manage conflicts arising from different ethnic or cultural groups and work effectively in cross-cultural settings.
Problem Solving	Generate feasible and efficient solutions to solve problems and capitalise on new opportunities.	Identify easily perceivable problems and follow given guidelines and procedures to solve the problems.	Identify less perceivable problems and use problem solving tools and techniques to solve the problems.	Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities.
Resource Management	Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and scheduling of resources to tasks, which typically include manpower, machines, money and materials.	Use resources to ensure optimum and efficient use of resources.	Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.	Establish strategies for the allocation and deployment of resources efficiently and effectively.

Overview of Generic Skills and Competencies (GSC)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Sense Making	Organise and analyse data and information accurately to identify relationships and detect patterns and trends to gain insights for decision-making.	Identify relationships and linkages within different components of data.	Interpret data to uncover patterns and trends between various sources of data.	Analyse data relationships, patterns and trends to gain important insights and make informed decisions.
Service Orientation	Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation.	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.	Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.	Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.
Teamwork	Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.	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.	Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment.
Transdisciplinary Thinking	Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation.	Research and adapt concepts from outside one's field of expertise to supplement one's core knowledge and proficiency.	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.	Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation.
Virtual Collaboration	Use online collaborative communication tools to work as teams to accomplish tasks or projects.	Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment.	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.	Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration.

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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:

- | | |
|---|--|
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| Baylink Logistics Pte Ltd | Peck Tiong Choon |
| Beni Warehousing Pte Ltd | PSA International Pte Ltd |
| Bok Seng Group | Ryder-Ascent Logistics Pte Ltd |
| Bollre Logistics | Sankyu (Singapore) Pte Ltd |
| CEVA Logistics Singapore | SATS |
| Cogent Holdings Limited | Singapore Post Limited |
| CWT Limited | Singapore Post Ltd |
| DHL Supply Chain Singapore | ST Logistics |
| FedEx Express Singapore Pte Ltd | Teckwah Industrial Corporation Ltd |
| FPS Global Logistics Pte Ltd | Toll Global Logistics Division |
| GAC (Singapore) Pte Ltd | UBTS Private Limited |
| GKE Corporation Limited | United Parcel Service |
| Global Airfreight International | United Parcel Service Singapore Pte Ltd |
| Halcon Primo Logistics Pte Ltd | Warehouse Logistics Net Asia |
| Hup Hin Transport | XDel Singapore Pte Ltd |
| JAS Forwarding (S) Pte Ltd | Yang Kee Logistics Pte Ltd |
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- Education and Training Providers for the inputs on skills and competencies development

Wage Information

Illustration for Lateral Progression of a Warehouse Operations Executive

MONTHLY GROSS WAGES OF SELECTED OCCUPATIONS IN TRANSPORTATION AND STORAGE, JUNE 2016

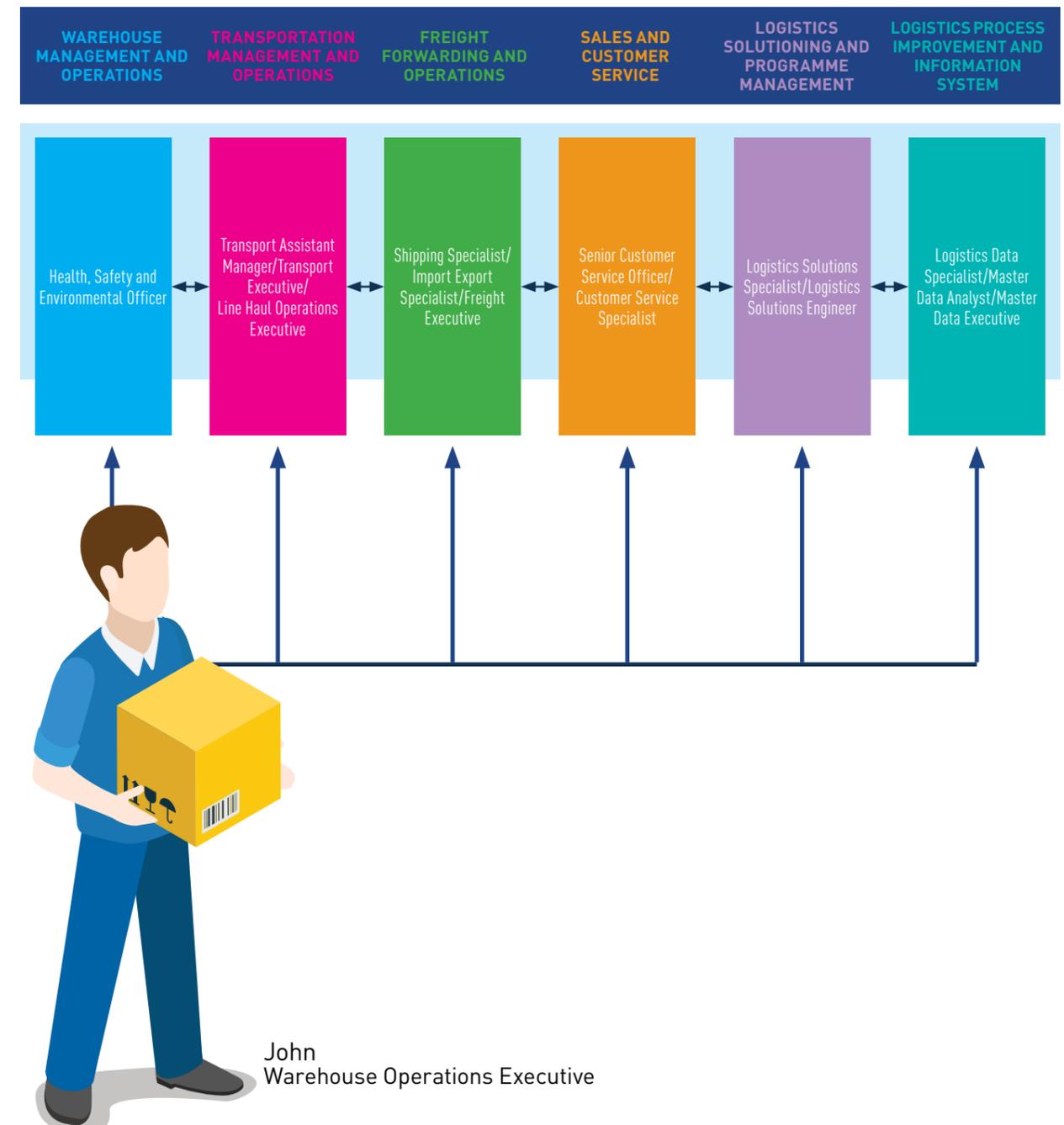
Occupations	Gross Wage	
	25th Percentile (\$)	75th Percentile (\$)
Business development manager	6,160	9,803
Chief information officer/Chief technology officer	5,575	9,002
Chief operating officer/General Manager	9,505	19,835
Customer service manager	4,617	7,821
Managing director/Chief executive officer	6,000	20,600
Procurement/Purchasing manager	6,000	9,127
Sales and marketing manager	5,100	10,307
Supply and distribution/Logistics/Warehousing manager	4,613	8,110
Technical/Engineering services manager (eg shipyard manager)	7,396	13,870
Transport operations manager	4,732	8,600
Applications/Systems programmer	3,650	6,500
Systems analyst	4,070	6,450
Business development executive	3,350	4,313
Operations officer (except transport operations)	2,965	3,950
Road transport supervisor	2,855	3,645
Receptionist, customer service and information clerk	2,300	3,199
Stock clerk	1,875	2,702
Transport clerk	2,000	2,821
Transport service inspector and related worker	2,477	3,242
Crane, hoist and related equipment operator	2,540	3,347
Crane/Hoist operator	3,447	5,530
Fork lift truck operator	1,775	2,515
Lorry driver	1,930	2,889
Motorcycle delivery man	2,000	3,008
Trailer-truck driver (including prime mover driver)	2,450	3,244

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.

This illustration depicts the ability of the Warehouse Operations Executive to move into any of the roles indicated. Progression in the logistics sector does not only occur vertically, it can occur laterally as well. This opens up a wide range of opportunities for those pursuing a fruitful career in logistics.

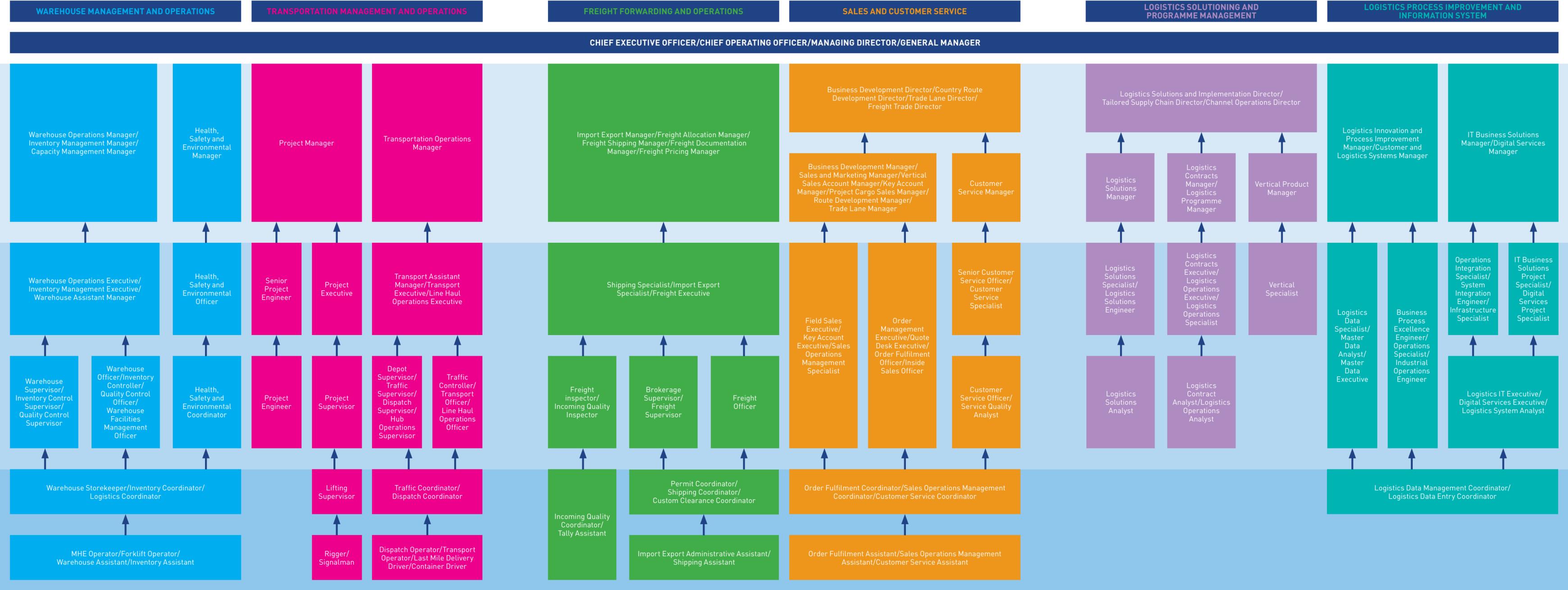


John Warehouse Operations Executive

Note: The career pathway would depend on individual performance, capability (skills and competencies), experience and company needs.

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