



Canadian  
Supply Chain  
Sector Council

Conseil canadien  
sectoriel de la chaîne  
d'approvisionnement

## OCCUPATIONAL STANDARD

(For use in the development of supply chain related job descriptions, performance evaluations, career development plans, etc.)

<b>Position:</b>	<b>LOGISTICS MANAGER</b>
<b>Description of Position</b> (As defined by the CSCSC Stakeholder Community)	<i>Logistics Managers plan, organize, direct, manage, evaluate, and are responsible for the operations and budget of departments or companies involved in supply chain services including customer service, warehousing, inventory control, transportation, materials handling, and strategic planning. This position includes the identification of opportunities for logistics operation improvements.</i>
<b>Position Development</b>	Advancement to senior management positions is possible through progressively responsible positions and extensive management experience. The career path will be impacted by the size, type, geographic scope, culture, and organizational structure of the firm offering employment.
<b>Required Qualifications:</b>	<b>(Education, Training, Related Work Experience)</b>
<b>Education</b>	Logistics Managers require completion of a college or university program in business administration, transportation administration, or engineering, or an equivalent combination of training and supply chain experience. A Graduate school background and international experience are considered assets.
<b>Training</b>	Logistics Managers may require some on-the-job training; however, most employers require that the individual will already have the mandatory skills, knowledge, work-related experience, and/or training.
<b>Related Work Experience</b>	Several years of progressively responsible experience in logistics are usually required, including supervisory experience. Extensive experience as a supervisor may substitute for formal education.
<b>Tasks:</b>	

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**Logistics Managers may perform some or all of the following general tasks:**

- Plan, develop, organize, direct, manage and evaluate the operations and budget of a logistics department or a logistics services company
- Address activities in customer service, warehousing, inventory, transportation, materials handling, and strategic planning
- Develop the logistics strategy for the organization
- Develop and monitor the planning, organizing and execution of logistics support activities such as maintenance planning, repair analysis, and test equipment recommendations
- Set policies and standards, including determination of health and safety procedures for the handling of dangerous goods, and ensure compliance with transport regulations
- Direct and manage corporate governance and regulatory compliance
- Identify and manage risk within the logistics activities
- Stay informed of logistics technology advances, and apply the appropriate technology in order to improve logistics processes
- Establish key performance indicators, monitor ongoing performance, and improve performance against set goals
- Develop and implement profit improvement plans and change management plans
- Resolve work-related problems and prepare and submit progress and other reports
- Communicate and represent the organization to existing customers, potential customers, the public, government, and other external sources in the industry
- Lead the development of pricing strategies and negotiations of price and service levels with customers
- Understand customers' needs, service those needs, and maintain and develop positive business relationships with a customer's key personnel involved in or directly relevant to logistics activities
- Direct the hiring, training, and performance evaluations of staff
- Direct, coordinate, assign, monitor and review the work of individuals engaged in the following duties: shipping, receiving, storing, distributing materials, parts and products, dispatching crews, scheduling transportation crews and routes, and other related activities
- Manage contractor and subcontractor activities, reviewing proposals, developing performance specifications, and serving as a liaison with the organizations
- Collaborate with staff, other departments, senior management, and decision makers to share information, problem solve, and to clarify

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	<p>management objectives</p> <ul style="list-style-type: none"> <li>• Support the development of logistics based training materials and technical manuals</li> <li>• Identify potential projects to deliver changes and improvements to the supply chain and commission select projects</li> <li>• Develop management and project reports</li> <li>• Develop and deliver written proposals and oral presentations</li> <li>• Participate in the assessment and review of design alternatives and design change proposal impacts</li> <li>• Direct the formulation of mathematical or simulation models of processes, relating constants and variables, restrictions, alternatives, conflicting objectives, and their numerical parameters.</li> <li>• Oversee validation, testing, and reformulation of applied models</li> <li>• Manage the logistical aspects of product life cycles, including coordination or provisioning of samples, and the minimization of obsolescence</li> <li>• Perform system life-cycle cost analysis</li> </ul>
<b>Tools and Technology:</b>	
	<ul style="list-style-type: none"> <li>• Computer Hardware and Associated Software (i.e. database reporting, database user interface and query, development environment, object or component oriented development, management systems, resource planning, human resources, accounting, analytical or scientific, map creation, electronic mail, word processing, spreadsheet, and presentation)</li> <li>• Personal Digital Assistants or Organizers</li> <li>• Communication Devices</li> </ul>
<b>Required Competencies:</b>	<b>(Knowledge, Skills, Personal Attributes)</b>
<b>Knowledge</b>	A Logistics Manager should have knowledge of management systems, health and safety regulations, public safety and security, customer and personal service, transportation principles and methods, production and processing, education and training, material handling, administration and management, supply chain, computers and electronics, English language, other languages, mathematics, and personnel and human resources.
<b>Skills</b>	A Logistics Manager should have the following skill sets: coordination, active listening, critical thinking, reading comprehension, writing, monitoring, service orientation, time management, judgment and

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	decision making and active learning.
<b>Personal Attributes</b>	<b>(Abilities, Work Values, Work Styles)</b>
<b>Abilities</b>	The following abilities are important to the role of Logistics Manager: inductive and deductive reasoning, oral expression and comprehension, problem sensitivity, written comprehension, information ordering, speech clarity and recognition, and near vision.
<b>Work Values</b>	Individuals who will succeed in this position: <ul style="list-style-type: none"> <li>• develop and maintain working environments that are health and safety conscious,</li> <li>• lead by example and offer supportive management,</li> <li>• empower employees to work independently, and</li> <li>• encourage employees to use their strongest abilities and promote achievement and accomplishment.</li> </ul>
<b>Work Styles</b>	The following work styles are attributable to a Logistics Manager: integrity, analytical thinking, dependability, attention to detail, achievement/effort, cooperation, persistence, self control, initiative, innovation, stress tolerance, and adaptability/flexibility.
<b>Essential Skills Profile:</b>	<p>Essential Skills are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. For more detailed essential skills profiles please refer to the HRSDC website: <a href="http://www.hrsdc.gc.ca/en/workplaceskills/essential_skills/index.shtml">www.hrsdc.gc.ca/en/workplaceskills/essential_skills/index.shtml</a></p> <p>The Human Resources and Skills Development Canada (HRSDC) Essential Skills Research Project focused on occupations requiring a secondary school diploma or less and on-the-job training. As such a formal Essential Skills Profile for the occupation of Logistics Manager has not yet been created by HRSDC.</p> <p>The following section contains essential skills information identified in existing occupational standards and classified using the nine Essential Skills categories. Note that the content is not associated with HRSDC and the Essential Skills Research Project.</p>
<b>Reading Text</b>	<ul style="list-style-type: none"> <li>• Read text in both print and non-print media; text contained in notes, letters, memos, e-mails, specifications, books, reports, charts, tables and graphs, etcetera</li> <li>• Must be able to read and interpret dense and complex texts, trade magazines, newsletters and periodicals, government documents, accounting and financial statements, trade terms and international standards for freight carriage, insurance, and costs</li> </ul>

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<p><b>Document Use</b></p>	<ul style="list-style-type: none"> <li>• Documents produced and/or used may include graphs, charts, lists, tables, schematics, drawings, schedules, labels, warning signs, information signs, customs documentation etcetera, in both print and non-print media</li> <li>• Must be able to read simple to complex documents in which considerable inference may be required</li> <li>• must be able to read/interpret, and write/complete/produce documents</li> <li>• Specialized knowledge of the content of the document may be required; multiple pieces of information from multiple sources are synthesized; the quality of information may be evaluated for accuracy and omissions</li> </ul>
<p><b>Writing Skills</b></p>	<ul style="list-style-type: none"> <li>• Write on a variety of topics including company policy, responses to complaints, estimates, proposals, contractual agreements, staff evaluations, and customer inquiries</li> <li>• Complete relevant sections of customs documentation</li> <li>• Write reports to the staff, senior management, the board of directors - reports to the board may contain, for example, the monthly evaluation or a situation analysis and recommendations</li> </ul>
<p><b>Numeracy</b></p>	<ul style="list-style-type: none"> <li>• Apply financial and money math</li> <li>• Apply scheduling, budgeting and accounting math</li> <li>• Apply measurement and calculation math</li> <li>• Utilize numerical estimation</li> </ul>
<p><b>Oral Communication</b></p>	<ul style="list-style-type: none"> <li>• Provide clear and concise direction and instructions to staff and other departments</li> <li>• Professional communications with clients, customers, staff, and colleagues using a variety of communications devices and media</li> <li>• Exchange information with other managers and senior management</li> <li>• Interview potential staff members during the recruitment process</li> <li>• Conduct staff meetings and make presentations</li> </ul>
<p><b>Thinking Skills</b></p>	<p><b>(Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information)</b></p>
<p><b>Problem Solving</b></p>	<ul style="list-style-type: none"> <li>• Respond to customer and staff complaints</li> <li>• Ability to think and respond quickly, and adjust schedules and operating plans in response to unplanned events</li> <li>• Identify the factors causing contingencies with logistics operations (e.g. problems with flow or storage of supplies in the supply chain) using the appropriate problem-solving and investigation methods</li> </ul>

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<b>Decision Making</b>	<ul style="list-style-type: none"> <li>• Make decisions with market, economic, social, and political environments taken in to account</li> <li>• Decisions are made in line with the logistics strategy of the organization</li> <li>• Establish supplier evaluation criteria and methods of analysis</li> <li>• Select service providers for storing and transporting goods</li> <li>• Make decisions regarding staffing requirements</li> <li>• Allocate specific work activities to employees, and others such as contractors or subcontractors</li> <li>• Establish the parameters for negotiating terms and conditions</li> <li>• Make decisions about suggestions for change (e.g. logistics strategy, departmental policies and procedures, etcetera)</li> </ul>
<b>Job Task Planning and Organizing</b>	<ul style="list-style-type: none"> <li>• Make decisions on priorities and the order of tasks</li> <li>• Make adjustments for frequent interruptions and changing priorities caused by rush orders, product availability, shipping delays, etcetera</li> </ul>
<b>Significant Use of Memory</b>	<ul style="list-style-type: none"> <li>• Remember the policies of the organization, customer details, staff details, logistic department and company priorities, export and import systems, contract law, and applicable supply chain related laws and regulations</li> </ul>
<b>Finding Information</b>	<ul style="list-style-type: none"> <li>• Obtain information on the current legislation and regulations that apply to logistics operations in the supply chain</li> <li>• Find information for budgeting purposes</li> <li>• Retrieve information from minutes and correspondence to set policy</li> <li>• Investigate customer satisfaction through surveys, focus groups, sales figures or feedback from customers</li> </ul>
<b>Working with Others</b>	<p>Logistics Managers work as part of a broader team to meet customer requirements, to take advantage of sales opportunities or, in the case of shortages, to minimize negative impacts on a business. They are involved in boundary and organization-spanning teams, and provide encouragement and support to team members and assist them in achieving their personal work objectives, the team work objectives, and provide recognition when objectives have been achieved. Logistics Managers must develop relationships with logistics customers and provide them with clear and relevant advice and information on the logistics operations.</p>
<b>Continuous Learning</b>	<p>Enhanced learning may be acquired as part of regular work activity, through training offered in-house, through reading or other forms of self-study, or through off-site training. Ongoing learning occurs through participation in professional organizations, seminars, formal courses, conferences and trade shows. In addition, skills are</p>

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	upgraded by attending conferences and networking functions, by liaising with industry associations, and by taking management classes through educational institutions.
<b>Additional Information</b>	<b>(Physical Aspects, Attitudes)</b>
<b>Physical Aspects</b>	A Logistics Manager works extensively in an office environment (sitting for long periods, repetitive computer and telephone use). Typically there is no heavy lifting, bending, or stooping required.
<b>Attitudes</b>	A Logistics Manager should have very advanced interpersonal skills – be persuasive, empathetic, able to handle pressure, creative, have a sense of urgency, and attention to detail. A Logistics Manager must exhibit leadership, people management skills, advanced negotiation skills, advanced conflict resolution skills, and organizational and planning abilities. Flexibility is important, as a Logistics Manager works with diverse groups, individuals and interests.
<b>Future Trends Affecting Essential Skills:</b>	Logistics Managers are in demand and will continue to increase in demand in the North American marketplace. Increasing computerization may mean that Logistics Managers will require enhanced computer skills in order to work with more complex software. Knowledge of international trade law, and new and emerging financial instruments and tools is and will continue to be essential in a growing global economy. The ability to speak more than one language, and an awareness of and sensitivity to the diversity of international cultures is considered a growing need in the face of increasing globalization. Furthermore, an understanding of the principles of sustainability as they relate to environmental, social, and corporate governance issues is of increasing importance.

<b>Government of Canada Defined - Related NOC Code &amp; Description</b>	<p><b>1215 - Supervisors, Recording, Distributing &amp; Scheduling Occupations</b></p> <p>Supervisors in this unit group supervise and co-ordinate the activities of workers in the following unit groups: <i>Shippers and Receivers (1471), Storekeepers and Parts Clerks (1472), Production Clerks (1473), Purchasing and Inventory Clerks (1474), Dispatchers and Radio Operators (1475) and Transportation Route and Crew Schedulers (1476)</i>. They are employed throughout the private and public sectors.</p>
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<b>Document Management:</b>				
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