



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>TRANSPORTATION MANAGER</b>
<b>Description of Position</b> (As defined by the CSCSC Stakeholder Community)	<i>Transportation Managers plan, organize, direct, manage, evaluate, and are responsible for the operations and budget of transportation departments responsible for the transportation and movement of goods or companies involved in supply chain services. This position includes the identification of opportunities for transportation operation improvements.</i>
<b>Position Development</b>	Advancement to upper management positions is possible through good performance and extensive management experience exhibiting progressive responsibility.
<b>Required Qualifications:</b>	<b>(Education, Training, Related Work Experience)</b>
<b>Education</b>	A Transportation Manager usually requires a college diploma or university degree in business administration, transportation administration, or engineering. A combination of related training and considerable experience may be considered an equivalent. Additional qualifications via specializations in supply chain are beneficial.
<b>Training</b>	Individuals generally require some on-the-job training; however, typically these occupations require that the individual will already have the required skills, knowledge, work-related experience, and/or training. Specialized training in transportation management systems is considered an asset. Certification as an operator of a particular mode of transportation, such as commercial pilot, vessel master or truck driver, is usually required.
<b>Related Work Experience</b>	Several years of progressively responsible experience in transportation operations are usually required. Transportation Managers usually have extensive experience as fleet supervisors, distribution centre supervisors, or logistics analysts.
<b>Tasks:</b>	

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

- Plan, develop, organize, direct, manage, and evaluate the operations and budget of transportation departments or transportation companies
- Direct the activities of staff in relation to transportation operations including dispatching, routing, and tracking transportation vehicles
- Direct the effectiveness of private, third party and contract carriage systems
- Work with international carriers and freight forwarders to streamline the flow of goods across international borders and through customs
- Plan, develop, and implement transportation health and safety, and security programs and activities
- Develop and communicate transportation policies and procedures
- Monitor operations to ensure that staff comply with administrative policies and procedures, safety rules, union contracts, and government regulations
- Develop and implement profit improvement plans and change management plans
- Negotiate and authorize contracts, and direct procurement related to transportation operational needs
- Direct and manage corporate governance and regulatory compliance procedures related to transportation activities
- Develop key performance indicators to measure the effectiveness of the transportation operations
- Conduct investigations to determine causes of transportation accidents and to improve safety procedures
- Direct investigations to verify and resolve customer complaints
- Interview, select, coach, train, manage, and appraise the performance of transportation personnel
- Mentor select transportation staff
- Develop constructive and cooperative working relationships
- Remain current with latest transportation technology systems and procedures
- Negotiate with carriers, warehouse operators and insurance company representatives for services and preferential rates
- Prepare management recommendations, such as proposed fee and tariff increases or schedule changes
- Recommend or authorize capital expenditures for acquisition of new equipment or property to increase efficiency and services of transportation operations

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	<ul style="list-style-type: none"> <li>• Where applicable, participate in union contract negotiations</li> <li>• Maintain open dialogue with other department managers to coordinate activities and improve performance and productivity</li> </ul>
<b>Tools and Technology:</b>	
	<ul style="list-style-type: none"> <li>• Computer Hardware and Associated Software (i.e. route navigation, database user interface and query, transportation management systems, enterprise resource planning, human resources, accounting, analytical or scientific, 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 Transportation Manager should have knowledge of health and safety regulations, customer and personal service, transportation principles and methods, material handling, administration and management, supply chain, computers and electronics, English language, other languages, mathematics, and personnel and human resources.
<b>Skills</b>	A Transportation Manager should have the following skill sets: reading comprehension, time management, coordination, active listening, critical thinking, speaking, active learning, learning strategies, writing, and judgment and decision making.
<b>Personal Attributes</b>	<b>(Abilities, Work Values, Work Styles)</b>
<b>Abilities</b>	The following abilities are important to the role of Transportation Manager: oral expression and comprehension, problem sensitivity, speech clarity and recognition, deductive and inductive reasoning, written comprehension and expression, 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>• empower employees to work independently and make decisions,</li> <li>• lead by example and offer supportive management, and</li> <li>• empower 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 Transportation Manager:

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	<p>cooperation, dependability, self control, leadership, customer oriented, concern for others, attention to detail, stress tolerance, integrity, leadership, social orientation, and independence.</p>
<p><b>Essential Skills Profile:</b></p>	<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 Transportation 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>
<p><b>Reading Text</b></p>	<ul style="list-style-type: none"> <li>• Frequently read text in both print and non-print media             <ul style="list-style-type: none"> <li>✓ trade magazines</li> <li>✓ newsletters</li> <li>✓ periodicals</li> <li>✓ transportation documentation</li> <li>✓ collective agreements and contracts</li> <li>✓ resumes</li> <li>✓ performance reports</li> <li>✓ staff schedules</li> <li>✓ meeting minutes</li> <li>✓ requests or complaints</li> </ul> </li> <li>• Read and interpret dense and complex texts, and have ability to make high-level inferences using specialized knowledge             <ul style="list-style-type: none"> <li>✓ standard operating procedures</li> <li>✓ trade terms</li> <li>✓ international standards</li> <li>✓ regulations (e.g. labour, health and safety, dangerous goods, spill incidents, other warehousing related)</li> <li>✓ instructional and managerial technique products</li> </ul> </li> <li>• Frequently read paragraph length text in charts, tables and graphs</li> </ul>
<p><b>Document Use</b></p>	<ul style="list-style-type: none"> <li>• Documents produced and/or used may include forms, graphs, charts, lists, tables, schematics, drawings, schedules, labels, warning signs, information signs, maps, statements, etcetera, in both print and non-print media</li> </ul>

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	<ul style="list-style-type: none"> <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>
<b>Writing Skills</b>	<ul style="list-style-type: none"> <li>• Write notes to senior management regarding division performance, to document problems requiring attention, requests for resources, health and safety reports, etcetera</li> <li>• Write transportation policies and standards, including determination of safety procedures for the transportation of dangerous goods, and ensure compliance with all applicable regulations</li> <li>• Write letters on a variety of topics including company policy, as well as responses to complaints</li> <li>• Write contractual agreements and performance evaluations</li> <li>• Revise writing of others for factual accuracy, grammar, spelling and effectiveness</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>
<b>Numeracy</b>	<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>
<b>Oral Communication</b>	<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>• Communicate on staffing related matters</li> <li>• Conduct staff meetings and make presentations</li> <li>• Communicate during high stress situations (e.g. hazardous material spills, health and safety incidents, etcetera)</li> </ul>
<b>Thinking Skills</b>	<b>(Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information)</b>

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<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>• Respond to customer and staff complaints</li> <li>• Deal with transportation related challenges</li> <li>• Apply broad knowledge of supply chain when problem solving</li> <li>• Ability to think and respond quickly, and adjust schedules and operating plans in response to unplanned events</li> <li>• May have to adapt negotiation strategies to cope with new circumstances or issues that arise</li> </ul>
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>• Decisions are made in consideration of the transportation strategy of the organization</li> <li>• Select and recommend methods for transporting goods and the service providers used for transporting goods</li> <li>• Make decisions about staffing requirements</li> <li>• Allocate tasks associated with transportation projects</li> <li>• Make decisions with market, economic, social, and political environments taken in to account</li> <li>• Make decisions about suggestions for change</li> </ul>
<b>Job Task Planning and Organizing</b>	Liaison with staff and other management is necessary to co-ordinate transportation activities with other organizational activities.
<b>Significant Use of Memory</b>	<ul style="list-style-type: none"> <li>• Remember policies of the organization, applicable transportation laws and regulation, export and import systems relevant to the organization, current rates and pricing, customer details, service provider details, staff details, etcetera</li> </ul>
<b>Finding Information</b>	<ul style="list-style-type: none"> <li>• Find information for budgeting purposes</li> <li>• Get information from minutes or correspondence to set policy</li> <li>• Find out about customer satisfaction through surveys, focus groups, sales figures or feedback from customers</li> <li>• Locate applicable regulations associated with transporting goods</li> <li>• Locate service providers in non-routine delivery zones/remote areas</li> </ul>
<b>Working with Others</b>	<p>Transportation Managers work independently though they are always part of a broader team. They 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. Transportation Managers develop strong relationships with carriers and work closely with them to develop mutual goals, monitor performance, and make adjustments. They often consult with relevant colleagues for their views, concerns and issues related to transportation projects.</p>

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<b>Continuous Learning</b>	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 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 Transportation 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 Transportation Manager should have excellent interpersonal skills, leadership and people management skills, negotiation skills, conflict resolution skills, and organizational and planning abilities. A Transportation Manager should exhibit an awareness of and sensitivity to other cultures.
<b>Future Trends Affecting Essential Skills:</b>	Increasing computerization may mean that Transportation Managers will require enhanced computer skills in order to work with more complex software. In addition, the ability to work with other cultures and speak more than one language is considered a growing need in the face of increasing globalization.

<b>Government of Canada Defined - Related NOC Code &amp; Description</b>	<b>0713 - Transportation Managers</b> Transportation managers of operations plan, organize, direct, control and evaluate the operations of transportation companies such as railways, airlines, bus lines, municipal transit systems, shipping lines and trucking companies, under the direction of a general manager or other senior manager. Transportation managers of freight traffic plan, organize, direct, control and evaluate companies or departments responsible for the transportation and movement of goods, under the direction of a general manager or other senior manager. They are employed by transportation, freight forwarding and shipping companies and by transportation departments of companies in retail and manufacturing sectors and utilities.
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<b>Document Management:</b>				
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