



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.)

Position:	WAREHOUSE OPERATIONS MANAGER
Description of Position (As defined by the CSCSC Stakeholder Community)	<i>Warehouse Operations Managers plan, organize, direct, manage, evaluate and are responsible for the operations and budget of warehouse facilities, including the identification of opportunities for warehousing operation improvements.</i>
Position Development	Advancement to senior management positions is possible through progressively responsible positions and management experience.
Required Qualifications:	(Education, Training, Related Work Experience)
Education	Warehouse Operations Managers require completion of a college or university program in business administration or in a discipline related to facility operation and maintenance, or an equivalent combination of technical training and experience in administration or maintenance.
Training	Candidates require some on-the-job training; however, typically these occupations require that the individual will already have the necessary skill set, knowledge, work-related experience, and/or training.
Related Work Experience	Several years of progressively responsible experience in facility operations or maintenance are usually required.
Tasks:	
Warehouse Operations Managers perform some or all of the following tasks	<ul style="list-style-type: none"> • Plan, develop, organize, direct, manage and evaluate the operations and budget of warehousing facilities • Plan, develop, and implement warehouse health and safety, and security programs and activities • Develop warehouse operations policies and procedures and communicate this information to staff • Develop and implement profit improvement plans and change management plans • Direct and control corporate governance and regulatory compliance procedures within the warehouse operations department • Develop key performance indicators to measure the effectiveness of

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	<p>the warehouse operations</p> <ul style="list-style-type: none"> • Remain current with latest warehouse operations technology systems and procedures • Plan, organize and direct warehousing related administrative services such as signage, cleaning, installations, maintenance, repair, safety inspections, parking, and snow removal • Plan, organize, direct, manage and evaluate construction projects to modify warehousing facilities • Perform day to day administrative tasks such as maintaining files and processing paperwork • Prepare or direct preparation of correspondence, reports, statistics related to the warehouse operations area of responsibility, and operations, maintenance, and safety manuals • Interview, select, coach, train, manage, and appraise the performance of warehouse and supervisory personnel • Mentor select warehousing operations staff • Develop constructive and cooperative working relationships • Problem solve, negotiate, and address staff challenges • Confer with department supervisors to coordinate warehouse activities, such as production, sales, records control, and purchasing • Review contracts, invoices, work orders, consumption reports, and demand forecasts to estimate peak delivery periods and to issue work assignments
Tools and Technology:	
	<ul style="list-style-type: none"> • Computer Hardware and Associated Software (i.e. enterprise resource planning, logistics and supply chain, human resources, inventory management, electronic mail, word processing, spreadsheet, presentation, accounting, mobile location based services) • Communication Devices
Required Competencies:	(Knowledge, Skills, Personal Attributes)
Knowledge	<p>A Warehouse Operations Manager should have knowledge of applicable regulations, health and safety, public safety and security, administration and management, transportation principles and methods, change management principles and methods, personnel and human resources, labour relations, mathematics, customer and personal service, English language, other languages as required, and production and processing.</p>

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Skills	A Warehouse Operations Manager should have the following skill sets: coordination, critical thinking, management of personnel resources, speaking, judgment and decision making, social perceptiveness, complex problem solving, negotiation, time management, and active listening.
Personal Attributes	(Abilities, Work Values, Work Styles)
Abilities	The following abilities are important to the role of Warehouse Operations Manager: leadership, change management, oral expression and comprehension, speech clarity and recognition, written comprehension, problem sensitivity, flexibility, inductive and deductive reasoning, and information ordering.
Work Values	Individuals who will succeed in this position: <ul style="list-style-type: none"> • develop and maintain working environments that are health and safety conscious, • lead by example and offer supportive management, and • empower employees to provide service to others and work with co-workers in a friendly environment.
Work Styles	The following work styles are attributable to a Warehouse Operations Manager: integrity, leadership, tenacity, dependability, attention to detail, set personally challenging achievement goals, initiative, cooperation, stress tolerance, adaptability/flexibility, and persistence.
Essential Skills Profile:	<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: http://www.hrsdc.gc.ca/eng/workplaceskills/LES/index.shtml</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 Warehouse Operations 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>
Reading Text	<ul style="list-style-type: none"> • Frequently read text in both print and non-print media <ul style="list-style-type: none"> ✓ trade magazines ✓ newsletters ✓ periodicals ✓ warehousing documentation (e.g. storage requirements, schedules, dispatch notices, statistics, contracts, other

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	<ul style="list-style-type: none"> legal documents) <ul style="list-style-type: none"> ✓ collective agreements ✓ resumes ✓ performance reports • Read and interpret dense and complex texts, and have ability to make high-level inferences using specialized knowledge <ul style="list-style-type: none"> ✓ standard operating procedures ✓ trade terms ✓ international standards ✓ regulations (e.g. labour, health and safety, dangerous goods, spill incidents, other warehousing related) ✓ instructional and managerial technique products
<p>Document Use</p>	<ul style="list-style-type: none"> • Documents produced and/or used may include graphs, charts, lists, tables, schematics, drawings, schedules, labels, warning signs, information signs, etcetera, in both print and non-print media • Must be able to read simple to complex documents in which considerable inference may be required • Must be able to read/interpret, and write/complete/produce documents • 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
<p>Writing Skills</p>	<ul style="list-style-type: none"> • Write notes to senior management regarding division performance, to document problems requiring attention, requests for resources, health and safety reports, etcetera • Write warehousing policies and standards, including determination of safety procedures for the handling and storage of dangerous goods, and ensure compliance with all applicable regulations • Write letters on a variety of topics including company policy, as well as responses to complaints • Write contractual agreements and performance evaluations • Revise writing of others for factual accuracy, grammar, spelling and effectiveness • 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
<p>Numeracy</p>	<ul style="list-style-type: none"> • Apply financial math/money math • Apply scheduling, budgeting and accounting math • Apply measurement and calculation math • Conduct statistical analysis, forecasting, and trending

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	<ul style="list-style-type: none"> Utilize numerical estimation
Oral Communication	<ul style="list-style-type: none"> Provide clear and concise direction and instructions to staff and other departments, sometimes during high stress situations Professional communications with clients, customers, staff, and colleagues using a variety of communications devices and media Exchange information with other managers and senior management Communicate on staffing related matters Conduct staff meetings and make presentations
Thinking Skills	(Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information)
Problem Solving	<ul style="list-style-type: none"> Respond to complaints by discussing the details with staff and recommending solutions Identify problems with warehousing operations, and take the appropriate action to deal with them Identify problems with the implementation of health and safety procedures, and take the appropriate action to deal with them Adapt negotiation strategies to cope with new circumstances Identify practical solutions when work is backlogged through prioritization and rationalization exercises
Decision Making	<ul style="list-style-type: none"> Make decisions with market, economic, social, and political environments taken in to account Decisions are made in line with the warehouse operations strategy of the organization Make staffing decisions Establish supplier evaluation criteria and methods of analysis Establish the parameters for negotiating terms and conditions Make decisions about suggestions for change (e.g. trying out a new service provider)
Job Task Planning and Organizing	Liaison with employees and other management is necessary to co-ordinate warehouse operations activities.
Significant Use of Memory	<ul style="list-style-type: none"> Remember the policies and procedures of the organization Remember customer details and the names and faces of staff Remember terms of contracts Remember health and safety regulatory requirements and other associated regulatory requirements
Finding Information	<ul style="list-style-type: none"> Obtain information on the current legislation and regulations that apply to material handling and warehouse operations Find information for budgeting purposes

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	<ul style="list-style-type: none"> • Consult other staff, departmental management and suppliers • Get information from minutes/correspondence in order to set policy
Working with Others	Warehouse Operations 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. They often will consult with relevant colleagues for their views, concerns and issues related to warehouse operations.
Continuous Learning	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. Skills may be upgraded by taking management classes through educational institutions.
Additional Information	(Physical Aspects, Attitudes)
Physical Aspects	A Warehouse Operations Manager may need to adapt to multi-temperature work environments. A Warehouse Operations Manager works extensively in an office environment sitting for long periods of time, with repetitive computer and telephone use. Typically there is no heavy lifting, bending, or stooping required by this occupational category.
Attitudes	Attitudes of a Warehouse Operations Manager include a strong commitment to leadership and people management. A Warehouse Operations Manager should have excellent interpersonal skills, and exhibit an awareness of and sensitivity to other cultures. In addition, excellent negotiation, conflict resolution skills, flexibility, and planning and organizational abilities are required.
Future Trends Affecting Essential Skills:	Warehouse Operations Managers will be required to have enhanced computer skills in order to work with more complex software and e-solutions. The ability to speak more than one language is considered a growing need in the face of increasing globalization.

<p>Government of Canada Defined - Related NOC Code & Description</p>	<p>0721 Facility Operation and Maintenance Managers</p> <p>Facility Operation Managers plan, organize, direct, control and evaluate the operations of commercial, transportation and recreational facilities and the included real estate. Facility Operation Managers are employed by a wide range of establishments, such as airports, harbours, canals, shopping centres, convention centres, warehouses and recreational facilities. Maintenance Managers plan, organize, direct, control and evaluate the maintenance department within</p>
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