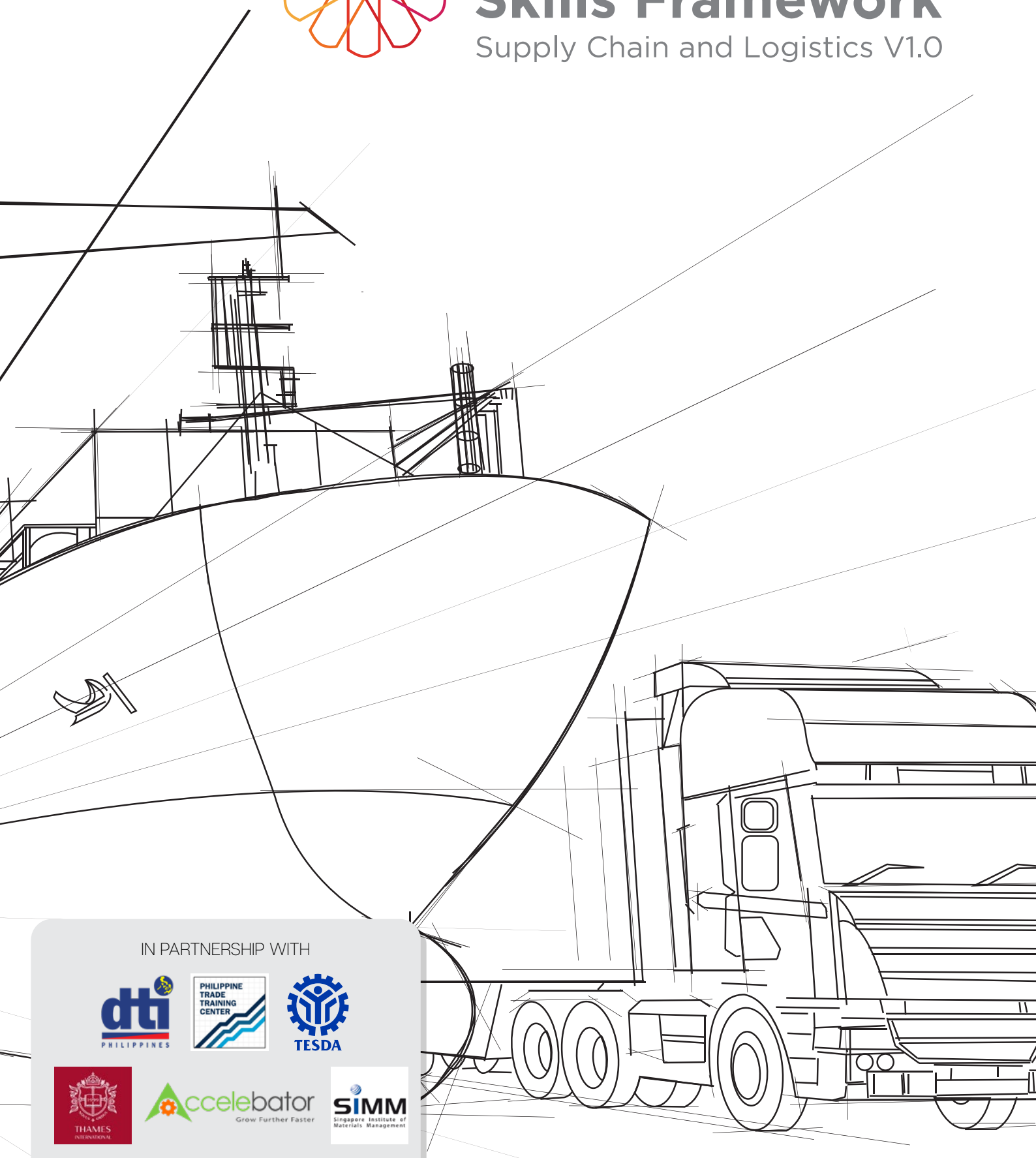




Philippine Skills Framework

Supply Chain and Logistics V1.0



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Message from Secretary Ramon M. Lopez



Supply chain and logistics, both in international and domestic trade, are central to a more inclusive economic growth that would give people decent jobs and employment. And in the current interconnected global economy where lives and livelihood are dependent on the flow of goods and services, there is a need to collectively ensure that all parts of our local supply chain remain dynamic and resilient in today's rapidly changing environment.

Even before the COVID-19 pandemic, the Department of Trade and Industry (DTI) has long recognized that for the Philippines to be more competitive in the **Fourth Industrial Revolution (4IR)**, our enterprises and industries need to have strong linkages in domestic and global value chains and participate in innovation and production networks. These are essential in our **Inclusive Innovation Industrial Strategy (i3S)**, which is designed to build an innovation and entrepreneurship ecosystem, remove obstacles of growth, and strengthen domestic supply chains, as well as regional and global participation. And to ensure the further development of our country's human capital and prepare for Industry 4.0, we have been working with Singapore's SkillsFuture Singapore (SSG) to reskill and upgrade the capabilities of our workforce for the future.

As such, the launch of the **Philippine Skills Framework Initiative** is timely given the significant role of the Logistics Services Sector in the country's economic development. In fact, logistics was identified as a Key Employment Generation (KEG) sector in the **DTI-Trabaho, Negosyo, Kabuhayan (TNK) Blueprint (2017-2022)** and is a priority industry under the i3S.

To support this, the **DTI Supply Chain and Logistics Management Division**, through the **Philippine Trade Training Center-Global MSME Academy (PTTC-GMEA)** aims to establish a competitive and future-ready workforce that will address the needs of the logistics services sector. Furthermore, as we invest in the development of programs and policies that will allow those working in the sector to effectively fulfill their responsibilities to stakeholders, the **Philippine Skills Framework for Supply Chain and Logistics (PSF-SCL)** will not only equip them with skills mastery and lifelong learning but also empower them to make informed career decisions.

With our partners and stakeholders in the private and public sector, let us continue to work together in transforming the Philippines into a nation that enables the honed skill, intelligence, and talent of each individual to become productive contributors to a more inclusive society. Through this whole-of-government and whole-of-society approach, we will be able to build back a better post-pandemic future and realize President Rodrigo Roa Duterte's promise of a more prosperous and more comfortable life for all Filipinos.

Mabuhay po kayo!

Ramon M. Lopez
Secretary

Message from Asec. Mary Jean T. Pacheco

The year 2018 saw the birth of Logistics Services Philippines (LSPH) when the Department of Trade and Industry (DTI) and the Department of Transportation convened private sector representatives representing cargo handling, storage and warehousing, freight transport, and customs brokerage services. During the event, both Government and Industry outlined the Ten Commitments and articulated a shared vision of a “globally competitive logistics services sector that enables businesses to provide its customers with the right product, at the right time, in the right price and quality, in a reliable manner”.

Commitment No. 10 states:

“We shall develop a competitive and future-ready logistics workforce that will address the current and future needs of the logistics services sector. We will invest in the development of programs and policies that will allow those working in the sector to effectively fulfil their responsibilities to customers and stakeholders alike. We shall develop our people to be an indispensable tool for businesses both here and around the world. We shall also take the opportunity to increase awareness of the logistics service sector’s role in economic development.”

In 2019, during the observance of the 50th Anniversary of the Establishment of Diplomatic Relations between the Philippines and Singapore, the DTI and Technical Education and Skills Development Authority (TESDA) signed a Memorandum of Understanding (MOU) with the SkillsFuture Singapore. Both countries agreed to collaborate in enhancing the skills of Philippine workers to prepare the country for the requirements of Industry 4.0, specifically through (i) sharing of information, relevant frameworks and competency standards, policies and best practices; (ii) conduct of training programs, certification, and capability transfer projects, (iii) support human capital development, including investment assistance to facilitate the entry of Singapore education and training institutions to operate in the Philippines; and (iv) conduct of relevant studies to support the crafting of a comprehensive human capital development/skills training cooperation roadmap between the two countries.

After a year of consultation and stakeholder engagement, the DTI, through its Supply Chain and Logistics Management Division, is proud to present the Department’s pioneering effort to adopt a skills framework, initially for the logistics services sector. Largely inspired by the Singapore Skills Framework but “contextualized” or adjusted to increase its adaptability in the Philippine environment. The **Philippine Skills Framework for Supply Chain and Logistics (PSF-SCL)** signal the beginning of a comprehensive and coordinated response to develop a competitive and future-ready workforce to support the logistics services sector as efficient enabler of the manufacturing, agriculture, and services industries.

The DTI and the TESDA both acknowledge that the ecommerce boom and the pandemic have radically increased consumer demand and business expectations in the delivery of logistics services relative to cost, time, and reliability. Hence, we appreciate the imperative to invest in human capital development NOW to address these current challenges and prepare for future needs of the logistics services sector.

We are confident that the PSF-SCL will result in significant impact on the macro, meso, micro, and individual levels. Employers can use the PSF-SCL to assess their logistics manpower requirements, adapt, or modify standard guidelines. Academic and training institutions stand to become more responsive if the framework is referenced and the curricula/training modules are adjusted to align to industry needs. Also, workers can make informed decisions about their career choices, skills upgrading, and career planning.

We would like to express our gratitude to the people and institutions without whom this effort will not reach its successful conclusion. Specifically, to our cohorts from Singapore and the Philippines: SkillsFuture Singapore, Accelebator Singapore, Singapore Institute of Materials Management, Thames International Business School, Logistics Services Philippines (LSPH) partners, TESDA, and the Philippine Trade Training Center.

Salamat at Mabuhay!

Mary Jean T. Pacheco

Supervising Assistant Secretary
DTI – Supply Chain and Logistics Management Division



Message from Dir. Nelly Nita N. Dillera



The Philippines is known around the world for many things – its people are one of them. Warm, hospitable, diligent, hardworking, and skilled are just a few of the many ways to describe Filipinos.

With over 49.5 million Filipinos working very hard to provide a better future for their loved ones, we owe it to them to take steps to ensure that their sacrifice will not be in vain.

In line with the crafting of the Philippine Skills Framework (PSF), this e-book co-created by sectoral experts, industry and education associations, employers, the government, together with the help of the people behind the Singapore Skills Framework, aims to serve as a guide for individuals, employers, and training providers in defining the existing and emerging skills and competencies required for roles in an industry.

Many organizations and individuals can benefit from the PSF and this e-book is just one of the many steps undertaken to make relearning and upskilling accessible to all.

As we march towards the 4th Industrial Revolution, investing in our people ensures a better, brighter future for every Filipino.

We, at **DTI-Philippine Trade Training Center**, will continue striving to make our people equipped and future-ready!

In the end, it will always be people who can help build and sustain our economy.

Nelly Nita N. Dillera

Project Director, Philippine Skills Framework Initiative
Executive Director, DTI – Philippine Trade Training Center

Message from Joel Santos, Anderson Tan, and Roger Lee

This e-Book reflects the hard work of all the various stakeholders as reflected in the acknowledgements. It has been quite a journey, with various stages.

The successful completion of the initial phase of the development of the Philippine Skills Framework for Supply Chain and Logistics (PSF-SCL) was done with the strong support of different organizations and individuals, including DTI-SCLMD and PTTC. The quick responses from the various Senior Executives of DTI, PTTC, SCLMD, and the Validators and Contextualizers to bring the requisite competencies together in a short time is quite a feat.

The first part of the project involved contextualization of the Singapore Skills Framework for Logistics. It was quick, under the intense supervision of Asec Jean Pacheco as we readily accepted the challenge to complete it within 3 months.

The second part involved many sessions of validations and numerous meetings with different teams of industry Validators across the Philippine supply chain and logistics industry with the support of the Philippine government agencies. The Validators' commitment to the time and maintaining the highest standards of competency levels exceeded our expectations. The Contextualizers were burning midnight oil to hit the target time frame with the Scribes and Facilitators. The prior training provided to the Validators served as the catalyst for success during the two runs of Skills Framework validation workshops and a live two-day Pilot Logistics Training Course using the completed Philippines Supply Chain and Logistics Skills Framework.

The final part is the launch of the PSF-SCL and the development of this e-Book that will be presented and made available for public use.

It has been a fruitful and exciting journey for the three of us, and we are immensely proud of this productive venture. We all believe that this is just the beginning. This initiative is the start of a plan which is so valuable for the Philippine economy and we believe that the first step is the hardest one. We look forward to future milestones and phases to continue our journey to develop a future-forward and productive workforce by Filipinos for the Philippines.



Joel Santos
Thames International Business School



Anderson Tan
Accelebator Singapore



Roger Lee
Singapore Institue of Materials Management

About the Philippine Skills Framework - Supply Chain and Logistics

The Philippine Skills Framework for Supply Chain and Logistics (PSF-SCL) is an initiative developed for the Philippine workforce of the Supply Chain and Logistics Industry to adhere to skills mastery and continuous learning.

It is a collaborative development by the Department of Trade and Industry, through its Supply Chain and Logistics Management Division, in partnership with the Philippine Trade Training Center, Technical Education and Skills Development Authority, Thames International Business School, Accelebator SG, Singapore Institute of Materials Management, and in cooperation with the stakeholders of the Philippine logistics industries-employers, practitioners, industry associations, education and training providers, and unions.

The four tracks of the PSF-SCL consist of Warehousing, Supply Chain and Logistics Operations (Transportation), Freight Forwarding, and Logistics Information Technology. They were chosen by both the Singaporean Resource Persons and Philippine Consultants and Logistics Experts, after thoroughly reviewing the Philippine logistics industry and comparing it with that of Singapore. It was a judgment call made after thorough conduct of studies, desk research, and review.

The PSF-SCL methodology consisted of the referencing of the Singapore Skills Framework for Logistics, and then the contextualization by Filipino subject matter experts, to adapt it to the Philippine industry scenario. Then, the validators - subject matter experts from the various stakeholders of the Philippine supply chain and logistics industry - practitioners, members of industry associations, government, and academe - worked together to ascertain the validity of the draft PSF-SCL framework to local best practices. After several drafts and the concurrence of the government representatives, consultants, and resource persons, the PSF-SCL Version 1.0 was created, approved, and finally launched on June 25, 2021.

The Skills Framework for Supply Chain and Logistics provides useful information on:



Sector and Employment Opportunities



Career Pathways



Occupations and Job Roles




Functional Skills and Competencies




Enabling Skills and Competencies


Importance of PSF-SCL:



Employers can assess their logistics manpower requirements, adapt or modify the standard guidelines for work performance, key tasks, skills and competencies, for purposes of recruitment and selection, hiring, job rotation, and promotion. Organizations can create training programs to address skills gaps as well as training for the acquisition and upgrading of skills and competencies.



Education and training institutions to educate students and learners about the sector as well as make curricula for the facilitation of learning of required skills and competencies that are more aligned to industry needs.



Individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning. They can assess their career interests; find avenues to close skills gaps; and renew, upgrade, and deepen skills with the quality programs offered by training institutions or academe that are guided by the PSF-SCL.

Supply Chain And Logistics: A Key Enabler of the Global And Local Economy

Logistics is an important mover and driver of the global economy. Logistics services comprise a wide range of activities (e.g. transportation services, warehousing and inventory management, distribution services, public and private port management services constituting the logistics chain) for efficient management of the movement of materials, finished products and information from the point of origin to the point of destination. The overall goal of these activities is to bring the materials and finished products to the final point of consumption at the right time, condition, place and price.

Logistics play a critical role in every country’s international trade success and economic development. It connects suppliers to manufacturers, distributors, retailers, and customers, both globally and domestically. Logistics is necessary to ensure that the everyday needs and requirements of people for goods and services are met. As of 2018, the Philippines is ranked 60th out of 168 countries in the Logistics Performance Index of the World Bank. But experts see the local logistics market to achieve 8.8-percent growth rate from 2018 to 2024 worth P9.70 billion to P1-trillion market by 2023. The transportation and storage segment has always been a significant component in the Philippine economy, summing up to USD 13 billion in 2019. It has accounted for around 4% of GDP over the last five years.

E-commerce is also making headway due to its impressive performance in the Philippine economy, brought about by the demands of the pandemic. Revenue is projected to have an annual growth rate of 18.4 percent, expecting a projected market value of \$6.956 million by 2024. There will be a strong push for a more robust supply chain in a post pandemic era as countries stockpile products such as medicines and food.

More people are using the digital platform for selling products and services. The food and pharmaceutical industries, for instance, are exponentially increasing in the creation of new and use of existing digital platforms. Moreover, digitalization across the logistics industry has been proposed as a partial solution to address problems such as traffic congestion, manual processing of delivering goods, and delayed customs clearance processes.

Therefore, a competitive logistics industry is vital to recovery and increased consumer welfare in the new normal, addressing supply chain and logistics issues, and working with the rise of digital commerce in bridging supply and demand in the markets. Likewise, the logistics workforce's growth and development are just as necessary in order to ensure its continued progress.

As a result, the creation and contextualization of the Philippines Skills Framework for Supply Chain and Logistics is on point, timely, and essential. The skilling, re-skilling, and upskilling of logistics manpower is a must to provide proficient and competent workers and managers who will sustain and boost the logistics industry, and consequently, to promote consumer welfare and economic well-being and efficiency.

Functional, Enabling, and Emerging Skills of the Philippine Supply Chain and Logistics Workforce


As the Supply Chain and Logistics sector continues to transform, the following are examples of the functional and enabling skills currently in demand. Individuals seeking successful careers in the Supply Chain and Logistics sector can set themselves apart by developing these attributes and acquiring the trends, knowledge, and skills being sought for now, and those that are emerging in the future.



A. Functional Skills

- A.1. Management Skills
 - Operations Management
 - Procurement and Supply Management
 - Logistics/Supply Chain Management
- A.2. Staff Skills
 - Truck Driving
 - Customs Brokerage
 - Warehouse Operatives
 - Inventory Planning
 - Forklift Operations
 - Packing/Packaging Operatives
 - Forecast Planning
 - Logistics Planning
 - Logistics/Supply Chain Analysis
 - Traffic/Transport Load Planning

(Source: Logistics Cost and Efficiency Indicator Survey, DTI, 2020)



B. Enabling Skills

- Communication
- Leadership
- Business and Work Ethics
- Professionalism
- Service Orientation
- Digitalization, Computer and Technological Literacy
- Management and Organization
- Customer Service/Stakeholder Engagement/Customer Relationship Management

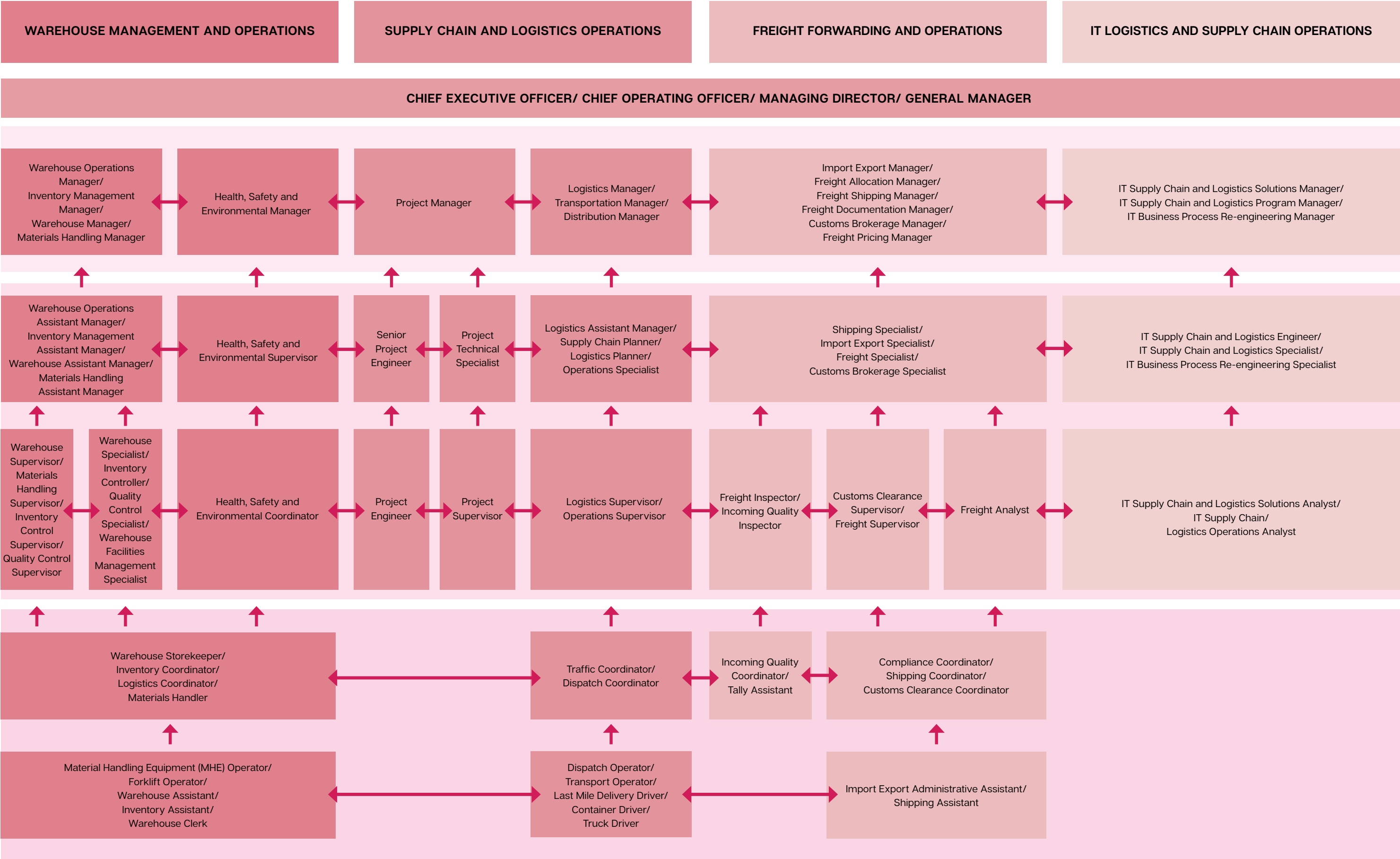


C. Emerging Skills

- Robotics
- Artificial Intelligence
- Internet of Things
- Virtual/Augmented Reality
- Technical Skills for Equipment/Tools Operation
- Analytics
- Critical Thinking
- Complex Problem Solving

(Source: TESDA Logistics Survey, April 2021)

Skills Framework for Supply Chain and Logistics Career Map (Version 1.0)



Health, Safety, and Environmental Coordinator

Occupation: Health, Safety, and Environmental Technical Specialist

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/she is required to identify and analyze risks. He/She is also expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	Perform Safety and Health Tasks	Report OSH incidents	Perform in accordance with OSH Act
		Perform OSH activities to ensure personal compliance to requirements	
		Suggest OSH solutions to address localized shortcomings in existing processes	
		Perform safety and health risk assessment	
		Determine areas of non-conformance to OSH standards	
		Generate OSH investigation reports	
	Perform Business Administration Tasks	Communicate requirements and activities to stakeholders	
		Work with allocated resources to ensure alignment of interests within business activities	
		Apply operational policies, standards and procedures	
		Follow operational policies, standards and procedures	
		Perform basic risk assessment	
	Perform Compliance Tasks	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	
	Perform Business Continuous Improvement Activities	Assess situational factors that promote and inhibit change	
		Analyze business requirements	
		Perform documentation of business requirements	
		Perform identification of business requirements	
		Implement environmental protection policies and procedure	
		Adhere to organizational procedures to reduce emissions, increase energy efficiency and reduce the organization'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	

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Health, Safety, and Environmental Coordinator

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Security Control	Level 2	Communication	Intermediate
	Dangerous Goods (DG) Management	Level 3	Problem Solving	Intermediate
	Environmental Protection Management	Level 3	Decision Making	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 3	Customer Orientation	Intermediate
	Risk Management and Administration	Level 2	Collaboration	Intermediate
	Warehouse Facility Management	Level 3	Self- Management	Intermediate
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 3		
	Warehouse Facility Security Control	Level 3		

Abbreviation:
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Health, Safety, and Environmental Manager

Occupation: Warehouse Operations Manager

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

Analytical and resourceful, he/she is required to manage resources and persuasive to obtain buy-in among internal and external stakeholders. He/She 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 (For legislated / regulated occupations)
	Drive Safety and Health Operations	Lead discussions on OSH reports and findings	Perform in accordance with OSH Act
		Set organizational OSH strategy to manage compliance rates	
		Review OSH action plans to ensure all stakeholder expectations are met	
		Develop program that enhance OSH standards and practices	
		Drive behavioral change at organizational level to address non-conformance of OSH standards	
		Analyze OSH risk assessment reports to determine hazards	
		Analyze OSH reports to determine key themes	
	Drive Business Administration Operations	Influence stakeholders' perspectives on requirements and activities	
		Align resources management (manpower and asset) strategies with business strategies across different business activities	
		Evaluate operational policies, standards and procedures	
		Develop risk mitigation plans	
		Evaluate effectiveness of risk mitigation plans	
		Manage teams in the workplace	
		Lead team or departmental projects	
		Influence department heads to achieve desired results	
		Drive different aspects of project management to achieve desired results	
		Manage quality certifications, license renewals and audit reports	
	Drive Compliance Activities and Operations	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	
	Drive Business Continuous Improvement	Review business processes improvement solutions to determine	
		Engage senior management for buy-in to implement solutions identified	
		Formulate better ways to approach problems through synthesizing and reorganizing the problem information	
		Motivate colleagues at organizational 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	

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Health, Safety, and Environmental Manager

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Security Control	Level 4	Problem Solving	Advanced
	Change Management	Level 5	Communication	Advanced
	Dangerous Goods (DG) Management	Level 4	Developing People	Advanced
	Environmental Protection Management	Level 5	Self-Management	Advanced
	Financial Management	Level 3	Sense Making	Advanced
	Hazardous Materials Identification System (HMIS) Administration	Level 4		
	Process Improvement and Optimization	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		

Abbreviations:
HSE-Health Safety and Environment
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Health, Safety, and Environmental Supervisor

Occupation: Health, Safety, and Environmental Professional

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 minimize 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/she is required to identify and analyze risks. He/She is expected to supervise a quality HSE team and work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	Perform Safety and Health Tasks	Facilitate discussions on OSH reports and findings	Perform in accordance with OSH Act
		Drive OSH activities to ensure department's compliance to requirements	
		Develop action plans based on best solutions identified during OSH solutioning discussions	
		Conduct learning activities to enhance OSH standards and practices	
		Address areas of non-conformance to OSH standards through corrective actions	
		Analyze areas of non-conformance to OSH standards to determine reasons for non-conformance	
		Formulate OSH solutions based on analysis of OSH reports	
	Perform Business Administration Tasks	Manage stakeholders to monitor completion of requirements and activities	
		Develop measures to improve vendor management capability in the organization	
		Optimize 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	
	Perform Compliance Tasks	Manage different aspects of project management based on priorities and needs	
		Review changes in compliance, tariffs, rates, costs, quotations requirements or eligibility to manage impact on compliance operations	
		Organize internal audit schedules for quality, safety and health	
		Develop internal standard operating procedures (SOP) to facilitate compliance to government regulatory requirements and legislations	
	Perform Business Continuous Improvement Activities	Develop review measures to enhance compliance to internal SOPs, government regulatory requirements and legislations	
		Analyze how different approaches may impact the problem-solving outcomes	
		Develop novel approaches to solve problems that are complex in nature	
		Develop measures to enhance organizational 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	

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Health, Safety, and Environmental Supervisor

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Security Control	Level 3	Communication	Intermediate
	Dangerous Goods (DG) Management	Level 4	Decision Making	Intermediate
	Environmental Protection Management	Level 4	Problem Solving	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 4	Customer Orientation	Intermediate
	Process Improvement and Optimization	Level 4	Collaboration	Intermediate
	Risk Management and Administration	Level 2	Self-Management	Intermediate
	Stakeholder Management	Level 4	Sense Making	Intermediate
	Warehouse Facility Management	Level 4		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 4		
	Warehouse Facility Security Control	Level 4		

Abbreviations:
HSE-Health Safety and Environment
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

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

Occupation: Warehouse Operations Technician

The Material Handling Equipment (MHE) Operator/Forklift Operator/Warehouse Assistant/Inventory Assistant/Warehouse Clerk 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/She is expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Perform Warehousing Tasks	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, standardize, sustain) techniques
	Perform Cargo and/or Material Handling and Delivery Tasks	Perform container stuffing and unstuffing operations Perform cargo or material-handling security procedures Support the department in incident or crisis management initiatives Assist in application of methods and techniques to manage time and temperature sensitive cargo Perform cargo consolidation activities Perform cross docking operations and shipment consolidation Perform transshipment and transloading operations Assist in application of methods and techniques to manage dangerous goods
	Perform Technology Application Tasks	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
	Perform Safety and Health Tasks	Perform OSH activities to ensure personal compliance to requirements Highlight OSH shortcomings in existing processes Perform safety and health risk assessment Maintain safety, health and operational quality standards Report OSH incidents
	Perform Business Continuous Improvement Activities	Perform activities to improve quality of Warehouse Management and Operations services

Continue to next page

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

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Issuance and Dispatch	Level 2	Problem Solving	Basic
	Cargo Lifting	Level 1	Communication	Basic
	Container Loading and Unloading Administration	Level 1	Collaboration	Basic
	Cross Docking	Level 2	Customer Orientation	Basic
	Dangerous Goods (DG) Management	Level 1	Decision Making	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		

Abbreviation:
OSH-Occupation Safety and Health

The information contained in this document serves as a guide.

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

Occupation: Warehouse Operation Technical Specialist

The Warehouse Specialist/Inventory Controller/Quality Control Specialist/Warehouse Facilities Management Specialist is responsible for planning and implementing warehouse processes, operations, and technology. He/She is also responsible for developing plans to monitor storage utilization levels, managing warehouse facilities, and reviewing operational quality and efficiency of warehouse storage and layout plans.

Analytical and logical, he/she is required to explore solutions and analyze the feasibility of plans. He/She 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	Manage warehouse planning methods, warehouse storage and layout plans
		Analyze the execution of operations according to different warehousing situations and contingencies
		Analyze 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, utilization and productivity
		Coordinate resolution of facilities, equipment, infrastructure and systems breakdowns to minimize downtime
		Evaluate warehousing standards for quality management systems
	Perform Cargo and/or Material Handling and Delivery Tasks	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 optimize space, cost and efficiency
		Evaluate cargo handling schedules that consider timeline and resource factors
	Perform Technology Application Tasks	Evaluate methods and techniques to manage dangerous goods
		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
	Perform Safety and Health Tasks	Analyze level of technology usage and usage rate
		Evaluate learning activities, including learning materials on technology or electronic tools and devices
		Manage OSH activities to ensure team's compliance to requirements
		Develop OSH solutioning derived from discussions around suggestions to improve existing processes
		Perform safety and health risk assessment
	Perform Business Continuous Improvement Activities	Analyze OSH risk assessment reports to determine hazards
		Address areas of non-conformance to OSH standards through corrective actions
		Analyze OSH reports to determine impact to work processes
		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

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

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Contract/Vendor Management	Level 3	Self-Management	Intermediate
	Customer Management	Level 3	Problem Solving	Intermediate
	Dangerous Goods (DG) Management	Level 3	Communication	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 3	Decision Making	Intermediate
	Order Fulfillment Administration	Level 2	Customer Orientation	Intermediate
	Process Improvement and Optimization	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 Utilization	Level 3		
	Warehouse/Cargo-related Occupational Health and Safety Management	Level 3		

Abbreviation:
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Warehouse Operation Assistant Manager / Inventory Management Assistant Manager / Warehouse Assistant Manager / Materials Handling Assistant Manager

Occupation: Warehouse Operations Specialist

The Warehouse Operations Assistant Manager/Inventory Management Assistant Manager/Warehouse Assistant Manager/Materials Handling 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 optimize storage utilization levels, implementing quality programs, and using data analytics to review efficiency of the warehouse storage and layout plans.

Analytical and logical, he/she is required to explore solutions and analyze the feasibility of plans. He/She 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	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 Cargo and/or Material Handling and Delivery Tasks	Select and deploy material handling systems
		Manage cargo documentation process according to industry standards or sector requirements
		Manage supply chain security operations
		Manage time and temperature-sensitive cargo operations
		Review cargo consolidation plans to identify savings in space, cost, and efficiency
		Develop cargo-handling schedules that consider timeline and resource factors
	Perform Technology Application Tasks	Handle dangerous goods and hazardous materials
		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
	Perform Safety and Health Tasks	Integrate technology solutions and automations to replace inefficient processes
		Leverage on data analytics to build insights on technology usage
		Manage OSH activities to ensure department's compliance to requirements
		Manage OSH solutioning discussions around suggestions to improve existing processes
		Perform safety and health risk assessment
		Address OSH risks from assessment reports to determine hazards
		Coordinate corrective actions to address areas of non-conformance to OSH standards
		Review OSH reports to determine impact to work processes

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Warehouse Operation Assistant Manager / Inventory Management Assistant Manager / Warehouse Assistant Manager / Materials Handling Assistant Manager

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Perform Business Continuous Improvement Activities	Formulate business process solutions to innovate current business processes
		Analyze risks associated with different approaches of process changes
		Define system scope and objectives aligned to business or contract requirements
		Analyze 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

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Automation Design	Level 4	Self-Management	Intermediate
	Change Management	Level 4	Communication	Intermediate
	Customer Management	Level 4	Developing People	Intermediate
	Dangerous Goods (DG) Management	Level 3	Problem Solving	Intermediate
	Financial Management	Level 3	Decision Making	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 3	Collaboration	Intermediate
	Financial Management	Level 3		
	Hazardous Materials Identification System (HMIS) Administration	Level 3		
	Innovation Management	Level 4		
	Logistics Solution Design Thinking	Level 4		
	Process Improvement and Optimization	Level 4		
	Risk Management and Administration	Level 2		
	Shipment Load Planning and Palletization/ 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 Utilization	Level 4		

Abbreviation:
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Warehouse Operations Manager / Inventory Management Manager / Warehouse Manager / Materials Handling Manager

Occupation: Warehouse Operations Manager

The Warehouse Operations Manager/Inventory Management Manager/Warehouse Manager/Materials Handling 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/she is required to manage resources and obtain buy-in among internal and external stakeholders. He/She is also expected to lead a department and make business decisions independently.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Drive Warehouse Operations	Review warehouse planning methods, warehouse storage, and layout plans
		Determine warehouse storage system strategy using knowledge of changes in conditions, operations, and the environment and its impact to outcomes
		Review warehouse operations through application of supply chain and business management principles
		Develop warehouse operations performance goals using quality management knowledge
		Review warehouse strategy for alignment across different functions
		Organize planning of resources within business activities
	Drive Cargo/Material Handling and Delivery Operations	Manage the performance level of equipment
		Manage the impact of changing industry standards or sector requirements in cargo documentation
		Formulate incident or crisis management plans to ensure gaps are mitigated
		Review incident or crisis management plans to mitigate gaps
		Review methods and techniques to better manage time and temperature-sensitive cargo
		Manage resources to ensure cargo-handling schedules are met
		Communicate importance of achieving cargo-handling timeframe outcomes with efficient use of resources
	Drive Technology Application Activities	Review methods and techniques to better manage dangerous goods and hazardous materials
		Determine key messages to communicate to internal stakeholders for application of latest technology trends
		Drive organizational discussion on adoption of the latest technology innovations
		Drive the successful completion of technology projects
		Review the impact of implementing technology enablers on organizational operations
	Drive Safety and Health Operations	Review impact of the use of technology or electronic tools and devices on organizational performance
		Drive OSH activities to ensure department's compliance to requirements
		Lead OSH solutioning discussions around suggestions to improve existing processes
		Manage safety and health risk assessment
	Drive Business Continuous Improvement	Lead proactive changes based on OSH risk assessment reports to determine hazards
		Influence behavioral changes to resolve areas of non-conformance to OSH standards
		Review business processes improvement solutions to determine effectiveness
		Formulate mitigating actions or contingency plans for risks associated with process changes
		Motivate colleagues at organizational 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
		Managing Finance

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Warehouse Operations Manager / Inventory Management Manager / Warehouse Manager / Materials Handling Manager

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Change Management	Level 5	Decision Making	Advanced
	Customer Management	Level 5	Self-Management	Advanced
	Dangerous Goods (DG) Management	Level 4	Developing People	Advanced
	Financial Management	Level 4	Communication	Advanced
	Hazardous Materials Identification System (HMIS) Administration	Level 4	Problem Solving	Advanced
	Logistics Solution Design Thinking	Level 5	Collaboration	Advanced
	Order Fulfillment Administration	Level 3	Leadership	Advanced
	Process Improvement and Optimization	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 Utilization	Level 5		

Abbreviation:
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Warehouse Storekeeper / Inventory Coordinator / Logistics Coordinator / Materials Handler

Occupation: Warehouse Operations Technician

The Warehouse Storekeeper/Inventory Coordinator/Logistics Coordinator/Materials Handler 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/She is expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Perform Warehousing Tasks	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, standardize, sustain) techniques
	Perform Cargo and/or Material Handling and Delivery Tasks	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
	Perform Technology Application Tasks	Work with team members to support technology projects
		Apply latest technology to improve operations in own work areas
		Operate technology or electronic tools and devices
	Perform Safety and Health Tasks	Coordinate OSH activities to ensure personal compliance to requirements
		Suggest OSH solutions to address localized shortcomings in existing processes
		Perform safety and health risk assessment
		Comply to safety, health and operational quality standards
		Report OSH incidents
	Perform Business Continuous Improvement Activities	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 organizational procedures to reduce emissions, increase energy efficiency and reduce the organization'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

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Warehouse Storekeeper / Inventory Coordinator / Logistics Coordinator / Materials Handler

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Lifting	Level 2	Problem Solving	Basic
	Container Loading and Unloading Administration	Level 2	Communication	Basic
	Dangerous Goods (DG) Management	Level 2	Collaboration	Basic
	Environmental Protection Management	Level 3	Customer Orientation	Basic
	Equipment Maintenance	Level 3	Decision Making	Basic
	Hazardous Materials Identification System (HMIS) Administration	Level 2		
	Material Handling Equipment (MHE) Handling	Level 3		
	Order Fulfillment 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		

Abbreviation:
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Warehouse Supervisor / Materials Handling Supervisor / Inventory Control Supervisor / Quality Control Supervisor

Occupation: Warehouse Operations Technical Specialist

The Warehouse Supervisor/Materials Handling 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/She is expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Perform Warehousing Tasks	Manage warehouse planning methods, warehouse storage, and layout plans
		Organize the execution of operations according to different warehousing situations and contingencies
		Monitor storage utilization 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 Cargo and/or Material Handling and Delivery Tasks	Develop incident or crisis management initiatives
		Inspect methods and techniques used to manage time and temperature-sensitive cargo
		Monitor cargo consolidation activities
		Organize cargo-handling schedules to ensure timelines are adhered to
		Inspect methods and techniques used to manage dangerous goods
	Perform Technology Application Tasks	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
	Perform Safety and Health Tasks	Manage OSH activities to ensure team's compliance to requirements
		Assist in generating OSH investigation reports
		Facilitate OSH solutioning discussions around suggestions to improve existing processes
		Perform safety and health risk assessment
		Conduct OSH risk assessment to determine hazards
		Determine areas of non-conformance to OSH standards
	Perform Business Continuous Improvement Activities	Plan continuous improvement activities and performance improvement strategies
		Facilitate documentation of business requirements
		Review identification of business requirements
		Facilitate adherence to quality procedures
		Organize sustainability activities by using processes that are non-polluting, energy and resource-saving, economically-efficient and safe for workers, communities and consumers

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Warehouse Supervisor / Materials Handling Supervisor / Inventory Control Supervisor / Quality Control Supervisor

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Change Management	Level 3	Self-Management	Intermediate
	Dangerous Goods (DG) Management	Level 3	Problem Solving	Intermediate
	Environmental Protection Management	Level 4	Communication	Intermediate
	Equipment Maintenance	Level 3	Decision Making	Intermediate
	Hazardous Materials Identification System (HMIS) Administration	Level 2	Customer Orientation	Intermediate
	Logistics Operations Research and Planning	Level 3	Collaboration	Intermediate
	Logistics Process Quality Management	Level 3		
	Material Handling Equipment (MHE) Handling	Level 3		
	Order Fulfillment 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 Utilization	Level 3		
	Warehouse/Cargo-related Occupational Health and Safety Management	Level 3		

Abbreviation:
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

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

Occupation: General Management

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

Resourceful and persuasive, he/she needs to manage the organization, is a strategic advocate and persuades and convinces partners. He/She is also expected to be responsible for the organization's outcomes and results and take the lead in mentoring the senior management team to be future leaders of the organization and for succession.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks	
	Drive Business Administration Operations	Drive and expand recurring revenue streams within the framework of the organization'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 organization	
		Foster a value-based culture and a culture of accountability in the organization specifically on time management.	
		Lead high-performing teams, attract and retain talent, provide mentorship and guidance to management. Champion cultural diversity in the workplace.	
		Drive development of resource and cost management optimization plans based on the market practice and business environment.	
	Drive Business Development Operations	Cultivate strong relationships with public and private sector stakeholders	
	Drive Business Process Improvement Activities	Provide overall and strategic leadership, develop long-term planning, and lead to realize the organization's growth agenda	
		Drive improvements to the organization's operations through feedback and identification of issues	
Skills and Competencies	Drive Compliance Activities and Operations	Drive the organization's governance, compliance issues and reporting, including but not limited to sound fiscal management and environmental policies.	
	Drive Technology Application and Integration Activities	Drive organizational transformation projects and programs development	
	Functional Skills and Competencies		Enabling Skills and Competencies (Top)
	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	Self-Management Advanced
	Corporate Governance	Level 5	Customer 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	

The information contained in this document serves as a guide.

Warehouse Administration

Execute warehouse task scheduling, record maintenance, and information coordination with internal and external stakeholders.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-WMA-1001-1.1	SCL-WMA-2001-1.1	SCL-WMA-3001-1.1	SCL-WMA-4001-1.1		
FSC Proficiency Description	Carry out warehouse administrative tasks and follow operational requirements	Support day-to-day tasks of warehouse administration according to business or operational requirements	Maintain warehouse administration tasks according to business or operational requirements	Develop warehouse management plans according to business or operational requirements		
Underpinning Knowledge	<ul style="list-style-type: none">• Data entry• Warehouse administration documentation• Filing• Scanning and repository management• Transportation receipts• Proof-of-delivery	<ul style="list-style-type: none">• Techniques of administration documentation• Principles of basic knowledge management• Template or reporting enhancements• Concept of warehouse information flow optimization	<ul style="list-style-type: none">• Warehouse information flow• Approaches in knowledge management implementation• Gap analysis documentation processes• Warehouse information process flow• Document-checking or matching	<ul style="list-style-type: none">• Warehouse management processes such as inbound processes, outbound processes and value-added services• Storage systems required for different products• Warehouse resource organization• Regulatory requirements• Warehouse performance metrics• Emerging technologies in supply chain industry such as Voice Directed and Putaway (VDP), robotics, and 3D printing		
Skills Application	<ul style="list-style-type: none">• Process warehouse documentation• Carry out warehouse data entry or capturing of data into relevant documents or templates• Perform filing and scanning-related activities for repository purposes• Check documentation used and ensure appropriate documents are used and filled in accurately	<ul style="list-style-type: none">• Support warehouse receiving and documentation processes• Improve existing warehouse documentation processes through critical thinking• Enhance delivery of information to improve customer satisfaction• Support development of operating manuals or procedures for warehouse administrative activities	<ul style="list-style-type: none">• Implement warehouse receiving and documentation processes• Implement new warehouse documentation processes• Implement new delivery of information to improve customer satisfaction• Deploy operating manuals or procedures for warehouse administrative activities• Implement checklists or guidelines to ensure all required documents are filled in accurately	<ul style="list-style-type: none">• Review processes and resources according to key performance metrics and market trends to redesign warehouse operations for improvement• Adapt technologies to optimize warehouse administration processes• Develop operating manuals or procedures for warehouse administrative activities• Develop checklists or guidelines to ensure all required documents are filled in accurately• Develop solutions to resolve non-conformance incidents such as damages and inventory discrepancies		

The information contained in this document serves as a guide.

Warehouse Management System (WMS) Administration

Apply WMS methodology, covering technical deliverables, and business processes for internal controls, as well as provide user guides and trainings.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-WMA-1002-1.1	SCL-WMA-2002-1.1	SCL-WMA-3002-1.1	SCL-WMA-4002-1.1		
FSC Proficiency Description	Follow WMS initiatives to ensure documentation readiness and achieve overall process efficiency	Support WMS initiatives to ensure documentation readiness and achieve overall process efficiency	Implement WMS initiatives to ensure documentation readiness and achieve overall process efficiency	Facilitate WMS initiatives to ensure documentation readiness and achieve overall process efficiency		
Underpinning Knowledge	<ul style="list-style-type: none">• Data entry for forms and documentation• Computer, hardware, network and communications support• Software fault reporting• Information Technology (IT) logbooks or trackers• System administration	<ul style="list-style-type: none">• Conceptual flow of WMS processes• Application of warehouse technologies such as Bar-coding, Electronic Data Interchange (EDI), Radio-Frequency Identification (RFID), and Imaging• Concept of WMS processes for business and functional requirements• Concept of material master data• Concept of IT infrastructure interfacing	<ul style="list-style-type: none">• Flow of WMS processes• Warehouse technologies such as Bar-coding, EDI, RFID and Imaging• Standard WMS processes for business and functional requirements• Grouping or coding of material master data• Principles of IT infrastructure interfacing	<ul style="list-style-type: none">• Industry best practices for WMS processes• Advantages of different warehouse technologies• Techniques to identify improvement processes to enhance business and functional requirements• Pedagogies of WMS administration trainings• Material master data• IT infrastructure interfacing		
Skills Application	<ul style="list-style-type: none">• Carry out data entry or capturing of data into relevant documents or templates• Check documentation used and ensure appropriate documents are filled in accurately• Carry out testing to identify potential problems in computers, networks, hardware and/or software• Follow processes of maintaining IT logs to ensure problems are recorded and resolved	<ul style="list-style-type: none">• Support deployment of operational improvements on WMS initiatives• Apply efficient bar-coding techniques for better inventory accuracy• Support development of user training materials• Enhance performance measures and generate reporting templates to improve internal controls• Enhance and support WMS processes for better user experience or effectiveness• Support project teams to transfer or maintain warehouse data	<ul style="list-style-type: none">• Implement operational improvements on WMS initiatives• Organize efficient bar-coding techniques for better inventory accuracy• Implement user training materials• Implement performance measures and generate reporting templates to improve internal controls• Maintain WMS processes for better user experience or effectiveness• Collaborate with project teams to transfer or maintain warehouse data	<ul style="list-style-type: none">• Facilitate operational improvements on WMS initiatives• Develop efficient bar-coding techniques for better inventory accuracy• Design user training materials for WMS processes• Define performance measures and reporting templates to improve internal controls• Maintain performance of WMS processes by obtaining feedback from users for better user experience or effectiveness• Establish IT project teams to transfer or maintain warehouse data		

Abbreviations:
EDI-Electronic Data Interchange
IT-Information Technology
RFID-Radio-Frequency Identification
WMS-Warehouse Management System

The information contained in this document serves as a guide.

Warehouse Automation Application

Apply computer software and/or automated equipment to improve efficiency of warehouse operations.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-WMA-2003-1.1	SCL-WMA-3003-1.1	SCL-WMA-4003-1.1	SCL-WMA-5003-1.1	
FSC Proficiency Description		Support conceptual warehouse operations through application coding or design for process efficiency	Facilitate implementation of warehouse operations through application coding or design for process efficiency	Design warehouse operations through application coding or design for process efficiency	Lead strategizing and development of warehouse operations through application coding or design for process efficiency	
Underpinning Knowledge		<ul style="list-style-type: none">• Concept of application standard scripts such as Java, php, C or C++, ActionScript, and Matlab• Data extraction techniques to support business case of automating processes	<ul style="list-style-type: none">• Methods of writing application standard scripts• Application architecture modelling• Validation of data extraction• Automation of control systems processes	<ul style="list-style-type: none">• Functions of application standard scripts• End-to-end warehouse lifecycle and operations• Report generation• Qualitative or quantitative analysis of automation applications	<ul style="list-style-type: none">• Implementation of coding for automation• Project set-up and development of automation applications• Pedagogies of warehouse automation application• Data analysis techniques to support business case of automating processes	
Skills Application		<ul style="list-style-type: none">• Support automation initiatives for processes across warehouse lifecycle by writing standard scripts• Support implementation of new automated procedures• Support resourcing of appropriate data sources, tools, and techniques for extracting application support data• Apply effective and impactful warehouse automation applications• Support development of application support policies and procedures• Interpret data to identify trends and key issues for automation enhancements• Support development of user training materials	<ul style="list-style-type: none">• Provide recommendations to automate processes across warehouse lifecycle• Facilitate implementation of new automated procedures with process workflows• Review appropriate data sources, tools, and techniques for extracting application support data• Develop effective and impactful warehouse automation applications• Develop application support policies and procedures• Review data to identify trends and key issues for automation enhancements• Design user training materials• Review, monitor and adjust process parameters, replace process elements, maintain and improve automation systems	<ul style="list-style-type: none">• Identify opportunities to automate processes across warehouse lifecycle• Implement new automated procedures with process workflows• Identify and define appropriate data sources, tools, and techniques for extracting application support data• Analyze effectiveness and impacts of warehouse automation applications• Implement application support policies and procedures• Implement user training materials	<ul style="list-style-type: none">• Provide strategic guidance on intelligent automation processes across warehouse lifecycle• Lead implementation of new automated procedures with process workflows• Provide guidance towards appropriate data sources, tools, and techniques for extracting application support data• Devise strategies for development of effective and impactful warehouse automation applications• Provide guidance on application support policies and procedures• Initiate automation enhancement from data analysis trends and key issues• Oversee delivery of training materials	

The information contained in this document serves as a guide.

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.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-WMA-3004-1.1	SCL-WMA-4004-1.1	SCL-WMA-5004-1.1	
FSC Proficiency Description			Implement warehouse designs while considering space, labor, loading, and equipment requirements	Develop warehouse designs while considering space, labor, loading, and equipment requirements	Formulate warehouse designs while considering space, labor, loading, and equipment requirements	
Underpinning Knowledge			<ul style="list-style-type: none">Principles of warehouse planning, warehouse storage, and layout plansStorage and racking stylesWarehouse regulatory, safety, and security principlesTransportation requirementsPrinciples of warehouse roles and designRelationship (REL) chartsBasic effective cost model simulations to determine lowest cost of ownership or optimal Return on Investment (ROI)	<ul style="list-style-type: none">Warehouse equipment such as conveyors, cranes, and liftsMethods to optimize warehouse planning, warehouse storage, and layout plansDifferent warehouse roles and designsMethods of effective cost model simulation to determine lowest cost of ownership or optimal ROISpace design software	<ul style="list-style-type: none">Success indicators in warehouse planning, warehouse storage, and layout plans such as Carousel Storages, Lift Modulars, and Pallet RackingStrengths and weaknesses of different warehouse roles and designsEvaluation criteria for effective cost model simulation to determine lowest cost of ownership or optimal ROI	
Skills Application			<ul style="list-style-type: none">Analyze warehouse designs and propose warehouse layouts based on space, labor, and equipment requirementsImplement designs while taking into consideration transportation methods and safety and security principles of warehousingCollaborate with warehouse operations to obtain inputs for warehouse designsAnalyze cost models to calculate ROI of space utilized and revenue contributions	<ul style="list-style-type: none">Review warehouse designs and propose warehouse layouts based on space, labor, and equipment requirementsDevelop designs while taking into consideration transportation methods used in a warehouseFacilitate discussions with warehouse operations to obtain inputs on warehouse workflows and throughputReview cost models to calculate ROIDevelop space designs or models of warehouse layout options	<ul style="list-style-type: none">Guide design of warehouse and propose warehouse layouts based on space, labor, and equipment requirementsFormulate strategies for design while taking into consideration transportation methods used in a warehouseLead discussions with warehouse operations to obtain inputs on warehouse workflows and throughputFormulate effective cost models to calculate ROI	

Abbreviation:
ROI-Return on Investment

The information contained in this document serves as a guide.

Warehouse Space Utilization

Optimize spaces for storage of items in warehouses.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-WMA-3005-1.1	SCL-WMA-4005-1.1	SCL-WMA-5005-1.1	
FSC Proficiency Description			Implement optimum usage of space, labor, loading and equipment requirements in warehouses	Develop optimum usage of space, labor, loading and equipment requirements in warehouses	Plan optimum usage of space, labor, loading and equipment requirements in warehouses	
Underpinning Knowledge			<ul style="list-style-type: none">Principles of warehouse planning, storage, and layout plansProduct flow profilingStorage or racking stylesWarehouse regulatory, safety, and security principlesPrinciples of warehouse roles and designRelationship (REL) chartsPrinciples of effective cost model simulation to determine lowest cost of ownership or optimal Return on Investment (ROI)	<ul style="list-style-type: none">Methods for optimal warehouse planning, storage, and layout plansWarehouse roles and designsWarehouse time standardsMethods to design effective cost model simulations to determine lowest cost of ownership or optimal ROI	<ul style="list-style-type: none">Success indicators of warehouse planning, storage, and layout plansEvaluation criteria for effective cost model simulation to determine lowest cost of ownership or optimal ROI	
Skills Application			<ul style="list-style-type: none">Analyze storage designs and propose optimal warehouse layouts based on space, labor, and equipment requirementsDetermine equipment requirements based on production output, scrap ratio, and maintenance requirements for warehousesCollaborate with key stakeholders to maintain linkage of process elements, time standards, and space requirements of warehousesImplement optimal space utilization based on inventory levels and forecastAnalyze cost models to calculate ROI	<ul style="list-style-type: none">Review storage designs and propose optimal warehouse layouts based on space, labor, and equipment requirementsReview equipment requirements based on production output, scrap ratio, and maintenance requirements for warehousesFacilitate linkage of process elements, time standards, and space requirements of warehouses with key stakeholdersReview space utilization based on inventory levels and forecastReview cost models to calculate ROI	<ul style="list-style-type: none">Guide the development of storage designs and proposal of optimal warehouse layouts based on space, labor, and equipment requirementsGuide development of equipment requirements based on production output, scrap ratio, and maintenance requirements for warehousesLead linkage of process elements, time standards, and space requirements of warehouses with key stakeholdersGuide development of techniques for optimal space utilization based on inventory levels and forecastFormulate effective cost models to calculate ROI	

Abbreviation:
ROI-Return on Investment

The information contained in this document serves as a guide.

Warehouse Inventory Control and Audit

Manage outflows and inflows of stocked items as well as shipment, loading, and storage activities using inventory control systems, methodologies, and tools.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-WMA-1006-1.1	SCL-WMA-2006-1.1	SCL-WMA-3006-1.1	SCL-WMA-4006-1.1	SCL-WMA-5006-1.1	
FSC Proficiency Description	Carry out inventory controls and reporting in accordance to organizational policies and procedures	Coordinate inventory controls and reporting in accordance to organizational policies and procedures	Organize inventory controls and reporting in accordance to organizational policies and procedures	Review inventory controls and reporting in accordance to organizational policies and procedures	Manage inventory controls and reporting in accordance to organizational policies and procedures	
Underpinning Knowledge	<ul style="list-style-type: none">Principles of inventory audit proceduresPrinciples of inventory planning and replenishment systemsPrinciples of discrepancy reports	<ul style="list-style-type: none">Warehouse operationsInventory cycle countInventory accuraciesInventory recordsInventory checklistsConcept of inventory costsDelivery or collection documentationPick and pack proceduresStorage requirements	<ul style="list-style-type: none">Inventory planning and replenishment systems such as order point and material requirements planning (MRP)Audit requirementsConcepts of inventory control systems or tools such as bar-coding and SAPReporting templatesAudit techniques to gather evidenceAnnual stocking policiesPrinciples of Kanban, LEAN, Six-sigma, First in First out (FIFO), or Last in First out (LIFO)End-to-end fulfillment processesPrinciples of Electronic Data Interchange (EDI)	<ul style="list-style-type: none">Forecasting and demand management toolsMethods of implementing inventory control systems or tools such as bar-coding and Enterprise Reporting Systems (ERP)Approaches of implementing industry standard controlsMethods of implementing Kanban, LEAN, Six-sigma, FIFO, or LIFO	<ul style="list-style-type: none">Evaluation criteria for inventory control systems methodologies and toolsPrinciples of coachingIndustry standards of inventory controlsImplementation of inventory control systems or tools such as bar-coding and ERPInventory accuracy	

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Warehouse Inventory Control and Audit

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application	<ul style="list-style-type: none">Follow procedures to assist with inventory audit activitiesFollow steps to extract inventory reports from systemsPerform basic discrepancy checking on reports to identify inaccuracies or non-compliance	<ul style="list-style-type: none">Support inventory control checking of documents in warehouse environmentApply inventory checklists and controls to support audit requirementsEnhance inventory documentation procedures to ensure proper monitoring and that movement of goods are tracked accuratelySupport implementation of guidance materials for inventory requirement levels	<ul style="list-style-type: none">Maintain appropriate inventory control methods to be used for independent-demand items, dependent-demand items, and perishables respectivelyImplement appropriate inventory control systems by displaying understanding of Kanban systemsAnalyze audit reports in accordance with organizational procedures, legal requirements, or ISO guidelinesImplement inventory control systems and processes through minimum and maximum stock levelsCollaborate with users to ensure appropriate variables such as data availability and data limitations do not affect accuracy of reportsAnalyze information flow and product identification compliance through EDI	<ul style="list-style-type: none">Develop appropriate inventory control methods to be used for independent-demand items, dependent-demand items, and perishables respectivelyFacilitate implementation of inventory control systems by displaying understanding of Kanban systemsReview audit reports in accordance with organizational procedures, legal requirements, or ISO guidelinesReview inventory control systems and processes in accordance to industry standardsDevelop standards to ensure variables such as data availability and data limitations do not affect accuracy of reports	<ul style="list-style-type: none">Evaluate appropriate inventory control methods to be used for independent-demand items, dependent-demand items, and perishables respectivelyLead implementation of inventory control systems aligned to business strategiesProvide guidance on audit reports in accordance with organizational procedures, legal requirements, or ISO guidelinesDevise strategies on inventory control systems and processes in accordance to industry standardsDrive strategies to ensure appropriate variables such as data availability and data limitations do not affect accuracy of reportsProvide guidance on methods to improve inventory accuracy and reporting	

Abbreviations:
EDI-Electronic Data Interchange
ERP-Enterprise Reporting Systems
FIFO-First in First out
ISO-International Organization for Standardization
LIFO-Last in First out

The information contained in this document serves as a guide.

Warehouse Performance Measurement

Identify key performance indicators and performance benchmarking in warehouses for optimal processes, customer relations activities, quality levels, asset usage, and costs.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-WMA-3007-1.1	SCL-WMA-4007-1.1	SCL-WMA-5007-1.1	
FSC Proficiency Description			Implement enhancements of performance measures to improve efficiency, customer satisfaction, and maintain costs	Develop enhancements of performance measures to improve efficiency, customer satisfaction, and maintain costs	Lead development or enhancement of performance measures to improve efficiency, customer satisfaction, and maintain costs	
Underpinning Knowledge			<ul style="list-style-type: none">End-to-end warehouse processesBasic understanding of internal warehouse key performance indicators (KPIs)Extraction of reports from Enterprise Reporting Systems (ERP) Enterprise Resource Systems, Warehouse Management System (WMS)Techniques of data conversion to business intelligence and analyticsStopwatch time study methodsConcept of lead time in warehouses	<ul style="list-style-type: none">Service Level Agreements (SLA) between customers and warehouse operationsWarehouse KPIs such as order fulfillment, inventory and productivityQuality management systems such as International Organization for Standardization (ISO) 9001:2015 Quality Management Systems or its equivalentConfiguration of customized data extractions from ERPPerformance reporting templates or dashboardsConversion of raw reports to performance reporting dashboards	<ul style="list-style-type: none">Success indicators of effective KPIsGoal-settingProcess improvement strategies from reports generatedWarehouse performance benchmarkingData analysis	

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Warehouse Performance Measurement

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none">Implement and monitor KPIs to ensure satisfaction and high performing teamsImplement measurable targets set and ensure that systems and processes are in place for performance measurementCollaborate with stakeholders to continuously enhance performance measuresDeploy reporting templates and metricsDeploy benchmarking assessments to measure total handling costsImplement stopwatch time study methods to identify value and usage of time of operationsAnalyze existing warehouse operations lead times and provide enhancement initiatives	<ul style="list-style-type: none">Facilitate development, implementation and monitoring of KPIs to ensure satisfaction and high performing teamsFacilitate implementation of measurable targets set and ensure that systems and processes are in place for performance measurementsReview and align measures to ensure organization is adhering to Quality management systems such as ISO 9001: 2015 or its equivalentContinuously review to enhance performance measuresDevelop reporting templates and metricsReview benchmarking assessments to measure total handling costs	<ul style="list-style-type: none">Lead development, implementation and monitoring of KPIs to ensure satisfaction and high performing teamsLead implementation of measurable targets set and ensure that systems and processes are in place for performance measurementsFormulate new performance measuresGuide on developing reporting templates and metricsProvide guidance to reduce total handling costs	

Abbreviations:
ERP-Enterprise Reporting Systems
KPI-Key Performance Indicators
ISO-International Organization for Standardization

The information contained in this document serves as a guide.

Business Development

Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organization.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-SCM-2003-1.1	SCL-SCM-3003-1.1	SCL-SCM-4003-1.1	SCL-SCM-5003-1.1	
FSC Proficiency Description		Support business development pitches through the use of market data analysis and presentation	Analyze customer needs and expectations to determine business opportunities	Develop business opportunities in target segments, review market needs and opportunities, and develop customer relationships	Build and sustain long term customer relationships and propose solution offerings that anticipates customers' needs and exceeds expectations	
Underpinning Knowledge		<ul style="list-style-type: none">Competitor analysis methodsSales process and cyclePresentation skillsProposal development	<ul style="list-style-type: none">Needs and expectations of organization's actual and potential customersMarket segmentationConsumers and organizational buying behavior	<ul style="list-style-type: none">Market landscape and trendsImpact of trends on new and/or existing products and offeringsCustomer relationships development methodsObjectives and costs of customer acquisition and retentionTargeting strategiesComponents of implementation plans for positioning optionsEngagement Metrics	<ul style="list-style-type: none">Emerging market landscape and trendsBusiness relationship development strategiesBusiness development strategiesPresentation, sales and negotiation methodsBusiness and financial acumenWorkplace communication and engagementNetworking methods	

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Business Development

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
		<ul style="list-style-type: none">Support business development pitches by following internal sales guidelinesInterpret and conduct market research to suggest potential areas of opportunitiesSupport preparation of data in presentable format for further analysisRecommend organization's potential products or service offerings	<ul style="list-style-type: none">Organize segmentation of markets in accordance with organization's selected criteriaProfile target market segments to support organization business strategiesIdentify existing and potential customer needs and expectationsAnalyze customer requirements, markets, competitors and environmentsIdentify specific prospects or partners to approach to develop opportunities for the organizationIdentify positioning options based on market segmentation to support organizational business strategies	<ul style="list-style-type: none">Develop customer acquisition and retention programsDevelop business opportunities based on customer needs and expectationsDevelop recommendations to improve the organization's positioning in the marketReview strategic and partnership opportunities through quantitative and qualitative analysisDevelop goals, plans and related metrics to track progress and manage obstacles to achieve program objectivesImplement metrics in tracking success of customer engagementGive feedback to customers on pertinent issues relating to business development.	<ul style="list-style-type: none">Formulate strategic business development plans for target markets and ensure alignment with organization strategic directionLead in identifying and strategically assessing opportunities to create long term value for the organizationLead negotiation process to achieve desired outcomesDrive customer adoption using strategic insight derived from detailed data analysisLead cross-functional relationships with both internal and external stakeholdersEvaluate implications of strategies and business targets to seek endorsementGuide communication to internal stakeholders on opportunities to gather buy-inCreate a feedback mechanism with customers.Conduct pre and post evaluation analysis and incorporate learnings to future business strategy.	
Skills Application						

The information contained in this document serves as a guide.

Warehouse Facility Management

Manage policies and procedures for warehouse facility operations, including budgeting, security, safety, and health requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-WMA-2009-1.1	SCL-WMA-3009-1.1	SCL-WMA-4009-1.1		
FSC Proficiency Description		Apply policies and procedures that assist warehouse facility operations	Implement policies and procedures that assist warehouse facility operations	Develop warehouse facility operations policies and procedures in accordance to OSHA, Fire Safety Act, and Environmental Pollution Control Act		
Underpinning Knowledge		<ul style="list-style-type: none">Product and operational flow in warehousesPolicy and procedure writing skillsPrinciples of building utilitiesPrinciples of heating and cooling procedures or systems	<ul style="list-style-type: none">Facility risk managementOccupational Safety and Health Administration (OSHA)Fire Safety ActEnvironmental Pollution Control ActOccupational Safety and Health Assessment Series (OHSAS) 18001: 2007 – Occupational Health and Safety ManagementBuilding utilities (electricity, gas, water)Heating and cooling procedures or systems	<ul style="list-style-type: none">Warehouse facility functions and systemsWarehouse facility design requirementsQuantitative and qualitative analysis of warehousing layoutsBest practices of warehouse facility managementWarehouse facility budget planningWarehouse facility risk management and contingency planning		

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Warehouse Facility Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none">Support development of policies and procedures covering storage flows, warehouse operations, systems, preventative measures, and safety regulationsApply plans for routine monitoring checks, and ad-hoc maintenance procedures for response to faultsApply vendor qualification procedures for repair and sourcing activitiesSupport implementation of facility risk management and evaluate effectiveness of implemented control measuresSupport energy consumption planning and energy reduction initiativesSupport implementation of ventilation initiatives for fresh air requirementsApply heating and cooling methods for better temperature control	<ul style="list-style-type: none">Maintain policies and procedures for storage flows, warehouse operations, systems, preventative measures, and safety regulationsAnalyze facility maintenance costs and select appropriate maintenance plansImplement plans for routine monitoring checks and ad-hoc maintenance procedures for response to faultsMaintain vendor qualification procedures for repair and sourcing activitiesImplement facility risk management and evaluate effectiveness of implemented control measuresImplement minimum requirements of OHSAS 18001: 2007 standards aligned to internationally recognized best practicesImplement initiatives to reduce utility usage and monitor consumptionDeploy methods to enhance temperature control	<ul style="list-style-type: none">Develop policies and procedures for storage flows, warehouse operations, systems, preventative measures, and safety regulationsReview facility maintenance costs and select appropriate maintenance plansDevelop plans for routine monitoring checks and ad-hoc maintenance procedures for response to faultsDevelop facility risk management and evaluate effectiveness of implemented control measures		

Abbreviations:
OSHA-Occupational Safety and Health Administration
OHSAS-Occupational Safety and Health Assessment Series

The information contained in this document serves as a guide.

Warehouse Facility Security Control

Establish risk analysis, physical and personal security, access control, emergency response, and disaster recovery in warehousing operations.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-WMA-2010-1.1	SCL-WMA-3010-1.1	SCL-WMA-4010-1.1	SCL-WMA-5010-1.1	
FSC Proficiency Description		Support security controls, carry out action plans in accordance to warehouse operational procedures	Implement security controls and risk mitigating action plans with clear procedures for warehouse operations	Develop security controls and risk mitigating action plans with clear procedures for warehouse operations	Lead security controls and risk mitigating action plans with clear procedures for warehouse operations	
Underpinning Knowledge		<ul style="list-style-type: none">• Clearance controls• Security measures in operations• Security checks• Warehouse operations	<ul style="list-style-type: none">• Security surveillance planning• Concept of warehouse risk management• Security policies, standards, and procedures• Organizational Information Technology (IT) security risks and remediation techniques	<ul style="list-style-type: none">• Warehouse risk management: Control Objectives for Information and Related Technology (COBIT) or Committee of Sponsoring Organizations of the Treadway Commission (COSO)• Methods of disaster recovery planning• Principles of ISO 28000: 2007 – Security management systems for supply chains• Emergency Response Planning	<ul style="list-style-type: none">• Success indicators of facility security control• Business continuity or contingency planning• Disaster recovery planning• Leading practices in Emergency Response Planning	
Skills Application		<ul style="list-style-type: none">• Support implementation of clearance procedures• Enhance security operations by identifying gaps and providing suggestions• Perform security patrol of warehouse premises• Support development of security guidelines• Support development of security requirements for maintaining and organizing different work areas or equipment	<ul style="list-style-type: none">• Implement security checklists by taking into consideration operating environments, identified security controls, and organization IT security policies, procedures, and standards• Implement risk assessment methodologies and frameworks• Collaborate with stakeholders to obtain inputs on IT security and physical security controls• Maintain day-to-day overseeing of procedures	<ul style="list-style-type: none">• Develop security checklists by taking into consideration operating environments, identified security controls, and organization IT security policies, procedures, and standards• Develop risk assessment methodologies and frameworks• Facilitate discussions with stakeholders to obtain inputs on IT security and physical security controls• Develop data recovery planning from natural disasters or cyber attacks• Develop security controls with reference to ISO 28000: 2007 standards• Review emergency preparedness and response plans	<ul style="list-style-type: none">• Provide guidance on security controls from previous implementation experiences• Lead risk mitigating discussions and strategies with relevant stakeholders to obtain inputs on IT security and physical security controls• Drive business continuity and contingency planning with senior stakeholders• Provide guidance on data recovery planning from natural disasters or cyber attacks• Provide guidance on designing roles and responsibilities, fire drills, and best practices of emergency response plans	

Abbreviations:
ISO-International Organization for Standardization
IT-Information Technology

The information contained in this document serves as a guide.

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 organization.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-WMA-2011-1.1	SCL-WMA-3011-1.1	SCL-WMA-4011-1.1	SCL-WMA-5011-1.1	
FSC Proficiency Description		Support documentation of warehouse services and operations pricing	Implement warehouse pricing models to meet warehouse and customer requirements	Develop price options by understanding associated costs of operating a warehouse and customer requirements	Formulate pricing based on revenue margins quantified from operating costs and customer requirements	
Underpinning Knowledge		<ul style="list-style-type: none">• Concepts of warehouse services and operations pricing models• Concepts of warehouse services and operations• Procedures and key data required in warehouse services and operations pricing documentation	<ul style="list-style-type: none">• Market trends in warehouse industry• Market monitoring tools• Warehouse operations• Warehouse pricing models	<ul style="list-style-type: none">• Warehouse processes• Bar-coding, re-packaging, labeling, quality inspection, and kitting activities• Warehouse technology (WMS, RFID) costs• Price structures for warehouse equipment hire or usage costs• Throughput capacity of warehouses• Pallet dimensions and variations• Warehouse operating costs• Cost of licenses to operate warehouse equipment• Order fulfillment processes• Administration charges• Replenishment charges• Functions and cost of storage systems	<ul style="list-style-type: none">• Space, storage, and rental costs• Market fluctuations and impacts• Revenue and margins• Customer service level requirements• Quantification of manpower effort and costs• International documentation charges and effort• Value-added services	

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Pricing for Warehouse Services and Operations

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none">Support documentation of warehouse services and operations pricingSupport data collection of market prices	<ul style="list-style-type: none">Analyze warehouse and customer requirements and needsAnalyze prevalent market pricesImplement warehouse pricing options and advise customers on warehouse charges	<ul style="list-style-type: none">Facilitate discussions with clients for types of warehouse services requiredReview storage capacity and forecasting plansAdapt to new technological changes or customer trends and readjust pricing models accordinglyReview operating costs to obtain and develop updated pricing modelsDevelop predetermined or customized pricing models based on equipment, technology, and operating costsDevelop strategies to lower operational costs for improved pricing	<ul style="list-style-type: none">Devise strategies to maximize sales opportunities of warehouse spacesProvide guidance on pricing models based on market changesLead discussions with clients to agree on acceptable service levels by developing customized compliant and non-compliant price modelsProvide guidance to quantify and recommend manpower effort of servicesProvide guidance on prices based on complexity of international documentation chargesFormulate overall revenue margins based on commercial understanding and requirements of the organizationLead changes to organization's service offerings based on value-added services and changing market dynamics	

Abbreviations:
WMS-Warehouse Management System
RFID-Radio Frequency Identification

The information contained in this document serves as a guide.

Cross Docking

Transfer inbound materials, goods, and products from receiving docks to shipment docks for outbound deliveries.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-WMA-1012-1.1	SCL-WMA-2012-1.1	SCL-WMA-3012-1.1			
FSC Proficiency Description	Carry out handling of goods in docking terminals	Support distribution of goods in docking terminals	Implement efficient distribution methods of goods in docking terminals			
Underpinning Knowledge	<ul style="list-style-type: none">Vehicle safetyLoading and unloading processesMechanized equipment operationsPick, pack, and sort activitiesLabeling and scanning procedures	<ul style="list-style-type: none">Labeling and scanning proceduresFunctions and operations of cross-docking equipment (conveyor belt, forklift, pallet truck)End-to-end docking processesInventory-sorting processesLoading and unloading processes	<ul style="list-style-type: none">Management of traffic in docking areasOrder fulfillment planning and managementDocking capacity and utilizationTechniques to expedite cross docking			
Skills Application	<ul style="list-style-type: none">Follow vehicle safety measures and check proper usage of loading and unloading equipmentCarry out loading and unloading activitiesApply basic skills to operate mechanized material handling equipment (MHE) and cross docking equipmentFollow procedures to sort, label, or scan goods	<ul style="list-style-type: none">Support labeling and scanning tasksEnhance processes of operationalizing cross docking equipmentImprove end-to-end docking processesSupport with monitoring accuracy and sorting of products to outbound destinationsSupport enhancement of loading and unloading processes by reducing time and touchpoints	<ul style="list-style-type: none">Maintain efficient and orderly traffic in docking areas by reviewing schedulesImplement effective order fulfillment strategiesCollaborate with customers to manage inbound and outbound planningImplement initiatives to improve speed and reduce touch points or manual handling			

The information contained in this document serves as a guide.

Corporate Governance

Establish, guide, and endorse organization's corporate governance and compliance policies. This includes being aware of the regulatory frameworks and global leading practices in similar organizations.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-BMA-3012-1.1	SCL-BMA-4012-1.1	SCL-BMA-5012-1.1	
FSC Proficiency Description			Maintain corporate policies and legal processes that are in compliance to respective government regulatory requirements and code of corporate governance	Develop corporate policies and legal processes that are in compliance to respective government regulatory requirements and code of corporate governance	Ensure compliance to corporate policies and legal processes that are in compliance to respective government regulatory requirements, code of corporate governance that protects organization's interest from financial, and material reputational risks	
Underpinning Knowledge			<ul style="list-style-type: none">Corporate law, compliance matters, code of corporate governance and relevant industry regulatory frameworksGovernance matters relating to corporate social responsibility and environmental protection	<ul style="list-style-type: none">Governance matters relating to independence, conflicts of interestPhilippine Code of Corporate Governance 2016Dispute resolutionsLegal and compliance laws of cyber-related security	<ul style="list-style-type: none">Industry regulatory frameworks both locally and transnationalGovernance matters relating to corporate social responsibility, environmental protection, and best in class practicesLeading practices of corporate governance in industry of operation and market as a whole	

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Corporate Governance

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none">Perform checks in accordance to internal policies and processes to identify non-compliance, appropriateness, and applicability to the current situation of the firmAnalyze potential areas of disputes to mitigate disputes on issues related to corporate policies and processesAnalyze environmental protection and corporate social responsibility policies and procedures to ensure compliance to respective government regulatory requirements and code of corporate governanceAnalyze potential areas of risk and non-compliance to cyber-related security and internet of thingsPresent timely reports on organizational compliance.	<ul style="list-style-type: none">Develop compliance review measures to enhance compliance rates to internal policies and processes, and are in compliance to respective government regulatory requirements, and code of corporate governanceDevelop dispute resolution approaches to deal with issues related to corporate policies and processesDevelop environmental protection and corporate social responsibility policies and procedures to ensure compliance to respective government regulatory requirements and code of corporate governanceDevelop risk mitigation approaches to deal with issues and risks relating to non-compliance to cyber-related security and internet of thingsDevelop compliance review measures that protect organization's interest from material reputational risks that are in compliance to respective government regulatory requirements and code of corporate governance	<ul style="list-style-type: none">Oversee corporate policies and legal processes taking into consideration industry and market leading practices in relation to respective government regulatory requirements and code of corporate governanceDrive formulation of dispute resolution approaches that protect organization from issues relating to corporate policies and processesLead development of environmental protection and corporate social responsibility policies to ensure compliance to respective government regulatory requirements and code of corporate governanceInitiate formulation of risk mitigation approaches that protect organization from risks relating to non-compliance to cyber-related security and internet of thingsDrive development of compliance review measures that protect organization's interest from financial and material reputational risks that are in compliance to respective government regulatory requirements and code of corporate governanceDrive key governance programs within the organization	

The information contained in this document serves as a guide.

Dangerous Goods Management

Perform specialized services covering dangerous goods operations for regulatory compliance and customer requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-WSH-1004-1.1	SCL-WSH-2004-1.1	SCL-WSH-3004-1.1	SCL-WSH-4004-1.1		
FSC Proficiency Description	Follow dangerous goods handling processes	Support implementation of dangerous goods handling in line with compliance measures	Review compliance and handling of dangerous goods through process assessments	Drive compliance and handling of dangerous goods through clear process steps and industry experience		
Underpinning Knowledge	<ul style="list-style-type: none">Classification of dangerous goodsDeclaration of dangerous goodsWorkplace safety and health practicesLifting and storage of dangerous goodsOHSAS 18001: 2007-Occupational Health and Safety Management	<ul style="list-style-type: none">PPA 13-77PPA 13-89 onMarking and labeling of dangerous goodsHarmonized Commodity Description and Coding System (HS) / ASEAN Harmonized Tariff Nomenclature (AHTN)Handling procedures for dangerous goodsConcepts of Material Safety Data Sheet (MSDS)International Conventions for dangerous goods	<ul style="list-style-type: none">Referencing International Conventions, European Union (EU), United Nations (UN) systems for dangerous goodsUsage of different Material Safety Data Sheet (MSDS) formatsShipper declaration formsDangerous Goods Regulations (DGR) ManualMeasurements of toxic materials and threshold limitsVehicle and storage requirementsHarmonized Commodity Description and Coding System (HS) / ASEAN Harmonized Tariff Nomenclature (AHTN)	<ul style="list-style-type: none">Threshold limits of dangerous goodsLaws and regulations for dangerous goods managementCargo and warehouse insuranceStrengths and weaknesses of transportation and storage of dangerous goodsEmergency response plans		

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Dangerous Goods Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application	<ul style="list-style-type: none">Prepare appropriate documents covering dangerous goodsFollow procedures based on dangerous goods classificationApply appropriate and safe methods to lift and stow dangerous goodsFollow preventative measures for different classes of dangerous goods in case of emergency or disaster	<ul style="list-style-type: none">Pack, mark, label and stow dangerous goodsSupport preparation of dangerous goods documentation by identifying and labeling according to HS and AHTN criteriaEnhance vehicle loading, transportation and storage processes based on customer requirementsApply MSDS to ensure safety complianceSupport implementation of vehicle and storage regulatory requirementsSupport interpretation of requirements from International Conventions for dangerous goods	<ul style="list-style-type: none">Implement processes to apply appropriate labeling and documentation for dangerous goods packagingMaintain compliance of dangerous goods documentation by conducting regular checksImplement relevant and efficient MSDS formatsImplement efficient vehicle and storage regulatory requirementsDeploy user reference guides on shipper declaration forms using DGR manualMaintain safety standards for toxic materials threshold limits used in the industryImplement appropriate requirements or thresholds limits for vehicle storageMaintain compliance of HS and AHTN standards and labeling	<ul style="list-style-type: none">Lead operations in dangerous goods management by providing inputs to safety aspects that apply to transportation, handling and storageProvide guidance on laws and regulations required for different categories of dangerous goods classificationDrive implementation of dangerous goods operational procedures in accordance to regulatory or customer requirementsReview cargo and warehouse insurance policies and enhance operational processes if requiredDevelop transportation and storage methods to handle different classes of dangerous goodsDevelop emergency response plans covering range of contingencies including fires and explosions, power failures, chemical spillages and leakages		

Abbreviations:
PPA-Philippine Ports Authority
ASEAN-Association of Southeast Asian Nations
HS-Harmonized Commodity Description and Coding System

The information contained in this document serves as a guide.

Material Handling Equipment (MHE) Handling

Operate mechanized material handling equipment including the movement, storage, control, and protection of materials, goods, and products.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-ESC-1001-1.1	SCL-ESC-2001-1.1	SCL-ESC-3001-1.1			
FSC Proficiency Description	Carry out operationalization and upkeep of MHE	Apply proper procedures to operationalize and upkeep MHE	Develop procedures for proper operationalization and upkeep of MHE			
Underpinning Knowledge	<ul style="list-style-type: none">Operationalization of general mechanical equipment and tools such as pallet trucks and forkliftsSafety precautions of operating equipment	<ul style="list-style-type: none">Rack, shelfe and carousel proceduresTransport equipment such as conveyors, cranes, pallet jacks, forklifts, hand trucks and pallet trucksPositioning equipment such as hoists, balancers, and manipulatorsStorage and handling equipment such as stacking frames, sliding racks, and pallet racksWorkplace safety and health regulations	<ul style="list-style-type: none">Storage and upkeep procedures for MHEAutomated Storage and Retrieval System (ASRS), conveyor, and pick-to-light processesEquipment operating and control proceduresApproaches for equipment handling training			
Skills Application	<ul style="list-style-type: none">Follow procedures to operationalize mechanized equipment and toolsApply safety precautionary measures to operate mechanized equipment	<ul style="list-style-type: none">Support operationalization and handling of MHEApply innovative ideas to build good housekeeping cultureEnhance equipment operating proceduresImprove on safety checks for MHE and tools to ensure safety of users	<ul style="list-style-type: none">Develop MHE operating handbooksDeploy innovative ideas to build good housekeeping cultureImplement safety checks for MHE and tools to ensure safety of usersCollaborate with maintenance team to upkeep MHEDeploy and share techniques to reduce material damage and improve quality			

Abbreviation:
MHE-Material Handling Equipment

The information contained in this document serves as a guide.

Order Fulfillment Administration

Administer receiving, processing, delivery, and optimization processes for orders in order to support business and customer requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-SCM-1001-1.1	SCL-SCM-2001-1.1	SCL-SCM-3001-1.1	SCL-SCM-4001-1.1	SCL-SCM-5001-1.1	
FSC Proficiency Description	Carry out stock processing and monitoring	Support order fulfillment processes	Collaborate with stakeholders to manage order fulfillments	Review order fulfillment processes to ensure compliance and mitigate gaps	Drive the implementation of infrastructure improvements to ensure robustness of order fulfillment processes	
Underpinning Knowledge	<ul style="list-style-type: none">Stock control and order systemsProcedures for fulfilling ordersInvoice informationPotential problem areas within order fulfillment processesStock take plansStock rotation methodsLegal, safety, and operating requirements related to process ordersLegal, safety, and operating requirements related to processing returned goodsLegal, safety, and operating requirements related to stock levelsLast mile delivery-e-commerce data interchange	<ul style="list-style-type: none">Inventory ManagementGoods Disposal methods and proceduresOrder Processing DocumentationTechnologies used in logisticsCustomer communication methods	<ul style="list-style-type: none">Purchase administration and order processing which include request for quotation, purchase order (PO) creation, PO follow-up, goods receipt, and supplier billingPurchasing function processesInventory ManagementCommunication techniques	<ul style="list-style-type: none">Order fulfillment processLegal regulations for purchasingProblem resolution techniquesSupply chain managementReverse LogisticsClosed-loop supply chains	<ul style="list-style-type: none">Supply chain strategiesInfrastructure design and planning	

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Order Fulfillment Administration

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application	<ul style="list-style-type: none">Carry out verification of goods against source documentsCarry out proper documentation and update of records promptly and accuratelyIdentify accurate dispatch of order and invoicing information to respective departmentsFollow organization procedures to handle problems encountered during order processingFollow organization procedures to handle problems regarding stock levelsCarry out stock take and verification of required stock levelsFollow organization requirements for stock rotationFollow organization requirements for reporting stock discrepancies	<ul style="list-style-type: none">Support proper update and filing of order and shipping documentsSupport fulfillment of order requirements through handling queries related to order fulfillmentSupport planning performance measures for logistical functionsApply understanding of technologies used in logistics to process customer ordersMonitor inventory levels (inbound and outbound flow of goods)	<ul style="list-style-type: none">Maintain centralized and decentralized purchasing options correctly to meet needs of organizationMaintain appropriate inventory control and tracking to ensure optimum inventory levelCollaborate with customers to address and solve customer queriesCollaborate with various divisions to track order status, goods receiving status, outbound packing status, and shipment pickup	<ul style="list-style-type: none">Inspect documentation to ensure compliance to legal requirementsDevelop solutions to mitigate order fulfillment bottlenecksFacilitate returns process decisions with respect to repair, refurbishment, disposition, and secondary marketsFacilitate communication with stakeholders to address order fulfillment problemsDevelop comprehensive reverse logistics frameworks	<ul style="list-style-type: none">Formulate strategies linking Global Supply Management and Order fulfillmentForecast order demand and supply in order to ensure sufficient capacityForecast future trendsLead development of infrastructure to meet future order fulfillment needs, for example, catering to reverse logisticsDevise strategies to optimize backward loopDrive development of sustainable order processesDrive cost-saving strategies within the fulfillment process	

Abbreviation:
PO-Purchase Order

The information contained in this document serves as a guide.

Public Relations Management

Manage organization's strategic direction in the management of the organization's corporate reputation and image. It also includes setting the communications agenda, identifying opportunities and threats, prioritizing the issues relating to these, building upon corporate ethics and governance, incorporating these into the organization's policies, and communicating strategies to all stakeholders.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-BMA-3009-1.1	SCL-BMA-4009-1.1	SCL-BMA-5009-1.1	
FSC Proficiency Description			Maintain media relations to strengthen organization's external reputation	Develop media relations and thought leadership content to strengthen organization's external reputation	Lead organization's public relations strategies, media relations and thought leadership that positively elevate organization's external reputation	
Underpinning Knowledge			<ul style="list-style-type: none">Techniques of public relationsMedia management including social media platformsCommunications skillsTechniques of press release statement draftingWriting and editing	<ul style="list-style-type: none">Public relations managementLocal media managementCommunications management including crisis communication management.Union communications managementWhole-of-Government public communicationsPress release statementsIntermediate knowledge of writing and proofreading	<ul style="list-style-type: none">International media managementPublic relations strategiesCreative writing and proofreading	
Skills Application			<ul style="list-style-type: none">Maintain media relationsOrganize press eventsImplement public relations processes to mitigate reputational risks of organizationDraft press releases	<ul style="list-style-type: none">Develop media relations locallyFacilitate press eventsDevelop public relations management and communications plansDevelop public relations processes to mitigate reputational risk of organization and union relations risksReview press release statementsConstruct and assist in the execution of the crisis communication plan	<ul style="list-style-type: none">Drive key media relations locally and internationallyDevise long-term directions for press releasesDrive press eventsFormulate public relations strategies to elevate positive reputation of organization building upon corporate ethics and governanceLead public relations processes that avoid creating reputational risk for organizationDrive relationships with union leaders in industryApprove and deliver the crisis communication statement of the company	

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Public-Private-Individual Partnership Collaboration

Manage contracts between private entities and public agencies to maximize financial and operational performance, and minimize risks.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				SCL-SCM-4009-1.1	SCL-SCM-5009-1.1	
FSC Proficiency Description				Build public-private-partnerships to manage ongoing deals, identify risks, and future partnership opportunities based on performance	Cultivate the management of public-private-individual partnerships, anticipate benefits and risks of each deal, manage performance, and extract the best value of each deal	
Underpinning Knowledge				<ul style="list-style-type: none">Public-private-individual partnership handbookKey characteristics of public-private-individual partnership modelsLegal terms and contractual agreementsFinancial analysisContingent workforceGig economy characteristics	<ul style="list-style-type: none">Public-private-individual partnership recommended policiesFinancial managementRisk mitigationInfrastructure knowledgeOperations efficiencyLegal and regulatory frameworks	
Skills Application				<ul style="list-style-type: none">Develop contract structures that deliver the best value for money and provide sufficient business opportunities for biddersReview performance measures and monitoring systems to drive accountability and facilitate decisions for future re-contractingReview the nature of each deal to identify potential risks and contingenciesDevelop strategies to manage contingent workforce and gig economy jobs	<ul style="list-style-type: none">Formulate structures to evaluate deals, tenders, contracts and documentation policiesDrive balance between managing bidders and being an advocate for public agenciesDrive appropriate performance measures and monitor systems to evaluate performance of biddersLead and anticipate complexity of the nature of each deal to identify all potential risks and contingenciesReview strategies to manage contingent workforce and gig economy jobs	

The information contained in this document serves as a guide.

Strategic Human Resource Management

Establish strategies, policies, and principles aligned to business objectives and leverage on organizational culture to enhance integration and maximization of employee contributions.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				SCL-BMA-4010-1.1	SCL-BMA-5010-1.1	SCL-BMA-6010-1.1
FSC Proficiency Description				Operationalize talent retention and management agenda through long-term partnerships with various business lines	Drive HR strategies through ongoing alignment of developing talent for today with future needs of business	Transform people strategies of future by creating best talent from within and linking people agenda to organization's future needs
Underpinning Knowledge				<ul style="list-style-type: none">Human Resource (HR) operationsHR business partnershipsEmployee engagementLeadership development	<ul style="list-style-type: none">Talent pipeline managementTalent managementHigh potential managementOrganization change	<ul style="list-style-type: none">HR strategiesCulture changeTalent analyticsTalent managementLeadership and board succession
Skills Application				<ul style="list-style-type: none">Facilitate organization's short-term talent management strategies with long-term strategies in mindReview talent analytics information to push talent retention and acquisition plansDevelop talent pipeline for organization to build strong succession lines	<ul style="list-style-type: none">Drive organization's talent management strategies, align with organization's short-term and long-term goalsLead use of talent analytics to forecast people trends and those unique to logistics industry and link to long-term talent retention and acquisition plansDrive long-term talent management agenda with management succession plans in mind	<ul style="list-style-type: none">Transform organization's HR philosophy and strategies by linking people agenda with organization's short-term and long-term goals and industry disruptionsSynergize all aspects of talent acquisition and management to support organization growth and effectivenessTransform day-to-day talent management with use of talent analytics data to enhance organization's competitive advantageTransform talent management into forward looking leadership and board succession plans that help organization to be forward looking

Abbreviation:
HR-Human Resource

The information contained in this document serves as a guide.

Strategic Service Excellence

Establish strategies and operating principles to consistently meet and manage customer’s expectations in order to support business requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				SCL-BMA-4011-1.1	SCL-BMA-5011-1.1	SCL-BMA-6011-1.1
FSC Proficiency Description				Facilitate customer relationship management plans through long-term partnerships with business	Drive customer relationship management strategies through on-going alignment of meeting expectations of today and exceeding expectations through behavior predictions	Transform organization's customer management philosophy and strategies to customer behavior prediction strategies and create customer-focused mindset
Underpinning Knowledge				<ul style="list-style-type: none">Customer relationship management technologyCustomer service quality excellenceCustomer data management	<ul style="list-style-type: none">Customer relationship management strategiesManagement of high net worth customersCustomer prediction data management	<ul style="list-style-type: none">Customer acquisition strategiesCustomer relationship managementCustomer retentionsCustomer behavior predictions managementCustomer data analytics
Skills Application				<ul style="list-style-type: none">Facilitate organization's short-term customer relationship management plansDevelop customer acquisition methods that can be operationalizedReview customer data to pre-emptively push forward customer retention and acquisition	<ul style="list-style-type: none">Drive organization's customer strategies that are in line with long-term organizational goalsDrive customer acquisitions through constant service excellenceLead use of customer analytics to forecast customer behavior predictions	<ul style="list-style-type: none">Transform organization's customer management philosophy and strategies with customer-focused culture and mindsetSynergize all aspects of customer acquisition and management to support organization growthTransform customer data management to predict customer behavior ahead of time and provide service beyond expectations

The information contained in this document serves as a guide.

Warehouse Equipment Maintenance

Maintain Material Handling Equipment (MHE) and tools in warehouse operations.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-WMA-2008-1.1	SCL-WMA-3008-1.1	SCL-WMA-4008-1.1		
FSC Proficiency Description		Support overall maintenance handling and scheduling of warehouses to ensure maintenance activities are carried out correctly in line with agreed organizational processes and procedures	Implement overall maintenance handling and scheduling of warehouses to ensure maintenance activities are carried out correctly in line with agreed organizational processes and procedures	Facilitate overall maintenance handling and scheduling of warehouses to ensure maintenance activities are carried out correctly in line with agreed organizational processes and procedures		
Underpinning Knowledge		<ul style="list-style-type: none">Forklift maintenanceMHE repairs and servicingRacking and storage maintenanceUnderstanding of workplace organization safety and health regulationsWarehouse hazards	<ul style="list-style-type: none">Maintenance schedule developmentProcedures for purchasing or obtaining replacement partsAutomated Storage and Retrieval Systems (ASRS)Workplace safety and health regulationsTechniques to develop maintenance strategies	<ul style="list-style-type: none">Optimization of maintenance schedulesMethods to align inventory outputs and maintenance planningCompliance assessment of practicesPedagogies of warehouse cultureResource planning		
Skills Application		<ul style="list-style-type: none">Support MHE and tools maintenance based on inventory outputsApply innovative ideas to build good cultureApply stock-keeping measures for MHE and toolsEnhance equipment operating and repair procedures during maintenanceSupport deployment of mechanisms to measure compliance in equipmentImprove safety checks for MHE and tools to ensure safety of usersApply maintenance strategies associated with technologies and systemsIdentify workplace health and safety hazards and provide suggestions to improve maintenance safety	<ul style="list-style-type: none">Implement MHE and tools maintenance schedule based on inventory outputsImplement innovative ideas to build good cultureDeploy stock-keeping measures for MHE and toolsImplement equipment operating and repair procedures during maintenanceDeploy mechanisms to measure compliance in equipmentImplement safety checks for MHE and tools to ensure safety of usersImplement maintenance strategies associated with technologies and systems	<ul style="list-style-type: none">Develop MHE and tools maintenance schedules based on inventory outputsDevelop innovative ideas to build good cultureDevelop stock-keeping measures for MHE and toolsDevelop equipment operating and repair proceduresReview mechanisms to measure compliance in equipment during maintenanceReview safety checks for MHE and tools to ensure safety of usersAdapt maintenance strategies associated with technologies and systemsDevelop proactive resource plans for equipment maintenance		

Abbreviation:
MHE-Material Handling Equipment

The information contained in this document serves as a guide.

Logistics Supervisor / Operations Supervisor

Occupation: Transportation Operations Technical Specialist

The Logistics Supervisor/Operations Supervisor is responsible for supervising general transport operations and activities including planning and scheduling manpower and transportation resources and executing transportation operations. He/She is also responsible for preparing and documenting transportation operations reports.

Systematic and logical, he/she is required to supervise transport operations and execute operations. He/She 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	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 minimize downtime
		Lead resolution of customer relationship management conflicts
	Perform Cargo and/or Material Handling and Delivery Tasks	Manage cargo documentation process according to industry standards or sector requirements
		Perform incident or crisis management initiatives
		Track cargo-handling schedules to ensure timelines are complied with
		Develop cargo-handling schedules that consider timeline and resource factors
	Perform Business Continuous Improvement Activities	Plan continuous improvement activities and performance improvement strategies
		Assess situational factors that promote and inhibit change
		Analyze business requirements
		Evaluate identification of business requirements
		Facilitate adherence to quality procedures
		Implement environmental protection policies and procedures
	Perform Safety and Health Tasks	Facilitate sustainability activities by using processes that are non-polluting, energy and resource-saving, economically- efficient and safe for workers, communities, and consumers
		Manage OSH activities to ensure team compliance to requirements
		Develop programs that enhance OSH standards and practices
		Suggest OSH solutions to address localized shortcomings in existing processes
	Perform Business Administration Tasks	Develop action plans based on best solutions identified during OSH solutioning discussions
		Optimize use of allocated resources within business activities
		Apply operational policies, standards, and procedures
		Supervise teams at work

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Logistics Supervisor / Operations Supervisor

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Business Continuity Management	Level 3	Self-Management	Intermediate
	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	Developing People	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		

Abbreviation:
OSH-Occupational Safety and Health
The information contained in this document serves as a guide.

Project Engineer

Occupation: Project Logistics Engineer

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/she is required to explore alternative solutions and analyze feasibility of plans. He/She 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 Program Management Tasks	Collaborate with stakeholders to integrate transportation operations within logistics operations	
		Estimate resources required for project activities accurately	
	Perform Business Continuous Improvement Activities	Perform continuous improvement activities and execute performance improvement strategies	
		Analyze how different approaches may impact problem-solving outcomes	
		Assess situational factors such as organization culture, tradition, management mindset, etc., that inhibit change	
		Analyze business requirements	
		Implement environmental protection policies and procedures	
	Perform Business Administration Tasks	Work with allocated resources to ensure alignment of interest within business activities	
		Apply operational policies, standards, and procedures	
		Perform basic risk assessment	
		Communicate requirements and activities to stakeholders	
	Perform Safety and Health Tasks	Perform OSH activities to ensure personal compliance to requirements	
		Perform safety and health risk assessment	
		Suggest OSH solutions to address localized shortcomings in existing processes	
		Report OSH incidents	
	Perform Technology Application Tasks	Gather information on the latest technological trends	
		Work with team members to support technology projects	
		Leverage on latest technology to support team operations improvement activities	
		Analyze level of technology usage and usage rate	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Automation Design	Level 3	Digital Fluency	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	Building Inclusivity	Basic
	Process Improvement and Optimization	Level 3		
	Risk Management and Administration	Level 2		
	Technology Application	Level 2		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 3		

Abbreviation:
OSH-Occupational Safety and Health

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Project Technical Specialist

Occupation: Project Logistics Technical Specialist

The Project Technical Specialist 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/she is required to explore alternative solutions and analyze feasibility of plans. He/She 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 Program Management Tasks	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	Analyze how different approaches may impact the problem-solving outcomes	
		Assess situational factors that promote and inhibit change	
		Analyze business or contract requirements	
		Define system scope and objectives aligned to business or contract requirements	
		Plan continuous improvement activities and performance improvement strategies	
		Analyze business process improvements through workflow analysis methods to support system development throughout project lifecycle	
	Perform Business Administration Tasks	Adhere to organizational procedures to reduce emissions, increase energy efficiency and reduce the organization's carbon footprint	
		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 organization	
		Communicate requirements and activities to stakeholders	
	Perform Safety and Health Tasks	Evaluate risk factors that impact efficiency	
		Develop risk mitigation plans	
		Manage OSH activities to ensure team's compliance to requirements	
		Review OSH risk assessment reports to determine hazards	
		Review OSH reports to determine impact to work processes	
		Lead OSH-solutioning discussions around suggestions to improve existing processes	
	Perform Technology Application Tasks	Address areas of non-conformance to OSH standards through corrective actions	
		Participate in OSH investigation reports	
		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 organizational operations	
		Analyze 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	

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Project Technical Specialist

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Automation Design	Level 4	Digital Fluency	Intermediate
	Business Continuity Management	Level 3	Communication	Intermediate
	Change Management	Level 4	Developing People	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 Optimization	Level 3		
	Risk Management and Administration	Level 3		
	Stakeholder Management	Level 3		
	Supply Chain Solutioning/Modeling/Planning/Strategizing	Level 3		
	Technology Application	Level 3		
	Technology Infrastructure Management and Integration	Level 3		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 4		

Abbreviation:
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Project Manager

Occupation: Transportation Operations Manager

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/she is required to manage resources and obtain buy-in among internal and external stakeholders. He/She is also expected to lead a department and make business decisions independently.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Drive Program Management Activities	Develop strategic project plans to align projects with business strategies
		Review projects to meet cost and benefit targets of program
		Evaluate programs to influence bottom line of organization
		Evaluate project activities in accordance to analysis and investment valuation concepts
		Influence department heads to achieve desired results
		Influence the organizational program management culture with analysis and investment valuation concepts
	Drive Business Continuous Improvement	Review business processes improvement solutions to determine effectiveness
		Engage senior management for buy-in to implement solutions identified
		Review better ways to approach problems through synthesizing and reorganizing the problem information
		Assess situational factors such as organization culture, tradition, management mindset, etc., that inhibit changes
		Motivate colleagues at organizational 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
	Drive Business Administration Operations	Recommend environmental protection policies and procedures
		Influence stakeholders' perspectives of requirements and activities
		Develop measures to improve vendor management capability in the organization
		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
	Drive Safety and Health Operations	Manage teams in the workplace
		Manage OSH activities to ensure department's compliance to requirements
		Drive OSH activities to ensure department's compliance to requirements
		Drive behavioral change at organizational level to address non-conformance to OSH standards
	Drive Technology Application Activities	Generate OSH investigation reports
		Determine key messages to communicate to internal stakeholders for application of latest technology trends
		Drive organizational 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 organizational operations
		Review impact of the use of technology or electronic tools and devices on organizational performance

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Project Manager

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Automation Design	Level 5	Self-Management	Advanced
	Autonomous Logistics Design and Application	Level 5	Communication	Advanced
	Business Continuity Management	Level 4	Developing People	Advanced
	Change Management	Level 5	Building Inclusivity	Advanced
	Contract Preparation, Evaluation, Negotiation and Tendering	Level 4	Problem Solving	Advanced
	Environmental Protection Management	Level 5		
	Financial Management	Level 4		
	Innovation Management	Level 4		
	Logistics Solution Product/Project Management	Level 5		
	Process Improvement and Optimization	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/Modeling/Planning/Strategizing	Level 4		
	Technology Application	Level 4		
	Technology Infrastructure Management and Integration	Level 4		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 5		

Abbreviation:
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Project Supervisor

Occupation: Project Logistics Technical Specialist

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 mechanized equipment.

Analytical and systematic, he/she is required to supervise rigging and lifting operations, be observant and perform quality checks for the operation. He/She is expected to work in rotating shifts and supervise a few teams. He/She 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	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 minimize downtime
	Perform Technology Application Tasks	Oversee operation of cargo-lifting and rigging equipment
		Facilitate the use of technology or electronic tools and devices
		Work with team members to support technology projects
		Apply latest technology to improve operations in own work areas
		Leverage on latest technology to support team operations improvement activities
	Perform Cargo and/or Material Handling and Delivery Tasks	Monitor cargo consolidation activities
		Handle cargo acceptance documentation and customs clearance processing according to Incoterms, IATA, or FIATA standards
		Perform incident or crisis management initiatives
		Inspect methods and techniques used to manage time and temperature-sensitive cargo
		Perform cross docking operations and shipment consolidation
	Perform Safety and Health Tasks	Inspect methods and techniques used to manage dangerous goods
		Coordinate OSH activities to ensure personal compliance to requirements
		Perform safety and health risk assessment
		Suggest OSH solutions to address localized shortcomings in existing processes
		Report OSH incidents
	Perform Business Continuous Improvement Activities	Determine areas of non-conformance to OSH standards
		Perform activities to improve quality of logistics services
		Facilitate the adherence to quality procedures
		Apply environmental protection procedures
		Adhere to organizational procedures to reduce emissions, increase energy efficiency and reduce the organization'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

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Project Supervisor

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Receipt and Inspection	Level 2	Digital Fluency	Intermediate
	Cargo Security Control	Level 3	Communication	Intermediate
	Cold Chain Operations Administration	Level 3	Developing People	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 Optimization	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		

Abbreviations:
INCOTERMS-International Commercial Terms
IATA-International Air Transport Association
FIATA-International Federation of Freight Forwarders Associations
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Senior Project Engineer

Occupation: Project Logistics Engineer

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/she is required to explore alternative solutions and analyze feasibility of plans. He/She 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 Program Management Tasks	Lead delivery of key outcome within team or departmental projects	
		Develop integrated project plan that includes scope and resources required	
	Perform Business Continuous Improvement Activities	Formulate business process solutions to innovate current business processes	
		Review better ways to approach problems through synthesizing and reorganizing the problem information	
		Analyze 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	Optimize use of allocated resources within business activities	
		Apply operational policies, standards, and procedures	
		Evaluate risk factors that impact efficiency	
		Develop risk mitigation plans	
	Perform Safety and Health Tasks	Manage stakeholders to monitor completion of requirements and activities	
		Coordinate OSH activities to ensure personal compliance to requirements	
		Analyze OSH risk assessment reports to determine hazards	
		Analyze OSH reports to determine impact to work processes	
		Lead OSH solutioning discussions around suggestions to improve existing processes	
	Perform Technology Application Tasks	Address areas of non-conformance to OSH standards through corrective actions	
		Participate in OSH investigation reports	
		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	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Automation Design	Level 4	Digital Fluency	Intermediate
	Autonomous Logistics Design and Application	Level 4	Communication	Intermediate
	Change Management	Level 4	Developing People	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 Optimization	Level 4		
	Risk Management and Administration	Level 3		
	Technology Application	Level 3		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 4		

Abbreviation:
OSH-Occupational Safety and Health
The information contained in this document serves as a guide.

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

Occupation: Transportation Operator

The Dispatch Operator/Transport Operator/Last Mile Delivery Driver/Container Driver/Truck 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): Driver’s License Vehicle (DLV) Category 01 to 04; Conventional Transport (CVT): DLV Category M1, M2, N1; Lorry/Light Load (LCL): DLV Category N2, N3 to load, move, and unload goods. He/She may also be required to support general transportation operations.

Systematic and mechanically inclined, he/she is required to operate heavy vehicles independently. He/She 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	Operate light transportation vehicles
		Operate heavy transportation vehicles
		Operate cargo-lifting and rigging equipment
		Operate lorry crane
		Perform basic risk assessment
		Perform delivery and pick-up operations
		Operate technology or electronic tools and devices
		Perform maintenance of transportation facilities, equipment, infrastructure and systems
	Perform Cargo and/or Material Handling and Delivery Tasks	Perform acceptance of cargo according to industry standards or sector requirements
		Perform cargo or material-handling security procedures
		Support the department in incident or crisis management initiatives
		Apply methods and techniques to manage time and temperature-sensitive cargo
		Apply methods and techniques to manage dangerous goods
		Perform cargo consolidation activities
		Perform cross docking operations and shipment consolidation
		Perform transshipment and transloading operations
	Perform Safety and Health Tasks	Perform OSH activities to ensure personal compliance to requirements
		Perform safety and health risk assessment
		Report OSH incidents
	Perform Business Continuous Improvement Activities	Perform activities to improve quality of logistics services
		Apply environmental protection procedures
		Adhere to organizational procedures to reduce emissions, increase energy efficiency, and reduce the organization'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

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

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Receipt and Inspection	Level 2	Problem Solving	Basic
	Cold Chain Operations Administration	Level 1	Communication	Basic
	Dangerous Good (DG) Management	Level 1	Collaboration	Basic
	Equipment Maintenance	Level 2	Customer Orientation	Basic
	Risk Management and Administration	Level 1	Digital Fluency	Basic
	Shipment Load Planning and Palletization/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		

Abbreviation:
OSH-Occupational Safety and Health
The information contained in this document serves as a guide.

Traffic Coordinator / Dispatch Coordinator

Occupation: Transportation Operations Technician

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 fulfillments.

Systematic and logical, he/she is required to record documentation and ensure schedules are communicated and received. He/She 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	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 minimize 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	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	Perform documentation of business requirements	
		Perform identification of business requirements	
		Perform activities to improve quality of logistics services	
		Apply environmental protection procedures	
		Adhere to organizational procedures to reduce emissions, increase energy efficiency, and reduce the organization's carbon footprint	
	Perform Business Administration Tasks	Work with allocated resources to ensure alignment of interest within business activities	
		Apply operational policies, standards, and procedures	
	Perform Safety and Health Tasks	Coordinate OSH activities to ensure personal compliance to requirements	
		Perform safety and health risk assessment	
		Analyze OSH reports to determine impact to work processes	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Dangerous Goods (DG) Management	Level 2	Communication	Intermediate
	Environmental Protection Management	Level 2	Problem Solving	Intermediate
	Equipment Maintenance	Level 3	Self-Management	Basic
	Process Improvement and Optimization	Level 2	Decision Making	Basic
	Risk Management and Administration	Level 1	Customer Orientation	Intermediate
	Transport Management System Administration	Level 2		
	Transportation Equipment Handling	Level 3		
	Transportation Hub/Control Center Administration	Level 2		
	Transportation Route and Schedule Planning	Level 2		
	Warehousing/Cargo-related Occupational Health and Safety Management	Level 2		

Abbreviation:
OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Logistics Assistant Manager / Supply Chain Planner / Logistics Planner / Operations Specialist

Occupation: Transportation Operations Specialist

The Logistics Assistant Manager/Supply Chain Planner/Logistics Planner/Operations Specialist is responsible for planning and implementing complex transportation processes, operations, and technology. He/She is also responsible for developing plans to monitor transportation resources utilization levels and reviewing efficiency of transportation operations.

Analytical and systematic, he/she is required to explore solutions and analyze feasibility of plans. He/She 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	Develop transport risk management plans to improve process of transport execution	
		Apply statistical analysis principles and techniques to analyze transport operations parameters	
		Manage resources to ensure transportation operation schedules are met	
		Lead development of effective vehicle fleet management plans	
		Review transportation solutions for improvements and/or closing gaps	
		Optimize resource and cost management based on market practices and business environment	
		Review application of integrated logistics solutions and business management principles to improve overall transport plan	
	Perform Cargo and/or Material Handling and Delivery Tasks	Manage delivery and pick-up transportation operations	
		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 optimize space, cost, and efficiency	
		Manage resources to ensure cargo-handling schedules are met	
	Perform Business Continuous Improvement Activities	Review methods and techniques to better manage dangerous goods and hazardous materials	
		Formulate business process solutions to innovate current business processes	
		Formulate solutions for situational factors such as organization culture, tradition, management mind-set, etc., that inhibit changes	
		Analyze risks associated with different approaches of process changes	
		Develop work products aligned to business requirements throughout the project lifecycle	
	Perform Technology Application Tasks	Develop measures using quality management knowledge to enhance quality standards	
		Formulate environmental protection policies and procedures	
		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	
	Perform Business Administration Tasks	Develop learning activities, including learning materials on technology or electronic tools and devices	
		Leverage on data analytics to build insights on technology usage	
		Review allocation of resources across different business activities	
		Evaluate operational policies, standards, and procedures	
		Lead teams in the workplace	

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Logistics Assistant Manager / Supply Chain Planner / Logistics Planner / Operations Specialist

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies	
	Business Continuity Management	Level 3	Self-Management	Intermediate
	Business Negotiation	Level 4	Decision Making	Advanced
	Cargo Security Control	Level 3	Developing People	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 Optimization	Level 3		
	Risk Management and Administration	Level 3		
	Shipment Load Planning and Palletization/Consolidation	Level 4		
	Stakeholder Management	Level 4		
	Supply Chain Solutioning/Modeling/Strategizing	Level 3		
	Time Sensitive Cargo Delivery Management	Level 4		
	Transport Management System Administration	Level 4		
	Transportation Hub/Control Center Administration	Level 4		
	Transportation Route and Schedule Planning	Level 4		

Logistics Manager / Transportation Manager / Distribution Manager

Occupation: Transportation Operations Manager

The Logistics Manager/Transportation Manager/Distribution 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/she is required to manage resources and persuasive enough to obtain buy-in from internal and external stakeholders. He/She 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	Review effectiveness of risk management plans and resources for transport execution
		Identify strategic priorities of each specific transport link in development of plans
		Anticipate emerging transport operations parameters to determine future resource requirements
		Communicate key messages resulting from transport operations data analysis to key stakeholders
		Communicate importance of achieving transportation operation timeframe outcomes with efficient use of resources
		Formulate vehicle fleet management strategies across different plans
		Develop the strategic positioning of transportation operation processes within warehousing or freight forwarding operations
	Drive Cargo/Material Handling and Delivery Operations	Review incident or crisis management plans to mitigate gaps
		Review cargo consolidation plans to identify savings in space, cost, and efficiency
		Communicate importance of achieving cargo-handling timeframe outcomes with efficient use of resources
		Manage dangerous goods and chemical logistics operations
	Drive Business Continuous Improvement	Review business processes improvement solutions to determine effectiveness
		Engage senior management for buy-in to implement solutions identified
		Review better ways to approach problems through synthesizing and reorganizing the problem information
		Motivate colleagues at organizational 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
	Drive Technology Application Activities	Lead development of environmental protection policies and procedures
		Drive organizational discussion on adoption of the latest technology innovations
		Drive the successful completion of technology projects
		Review areas in logistics operations where technology can enhance processes
	Drive Business Administration Operations	Review impact of implementing technology enablers on organizational operations
		Review impact of the use of technology or electronic tools and devices on organizational performance
		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

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Logistics Manager / Transportation Manager / Distribution Manager

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies	
	Business Continuity Management	Level 4	Self-Management	Advanced
	Business Negotiation	Level 5	Decision Making	Advanced
	Cargo Security Control	Level 4	Developing People	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 Optimization	Level 5		
	Public-Private-Individual Partnership Collaboration	Level 4		
	Risk Management and Administration	Level 3		
	Shipment Load Planning and Palletization/ Consolidation	Level 4		
	Stakeholder Management	Level 5		
	Strategy Implementation	Level 4		
	Supply Chain Solutioning/Modeling/Strategizing	Level 4		
	Time Sensitive Cargo Delivery Management	Level 5		
	Transport Management System Administration	Level 5		
	Transportation Hub/Control Center Administration	Level 5		
	Transportation Route and Schedule Planning	Level 4		

Cargo Lifting

Conduct cargo operations associated with heavy lift freight including oversized loads.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-ESC-1005-1.1	SCL-ESC-2005-1.1				
FSC Proficiency Description	Carry out operations through appropriate use of heavy lift equipment by following equipment handbooks	Support operations through implementation of equipment handbooks and providing assistance for appropriate use of heavy lift equipment				
Underpinning Knowledge	<ul style="list-style-type: none">Operationalization of mechanized equipmentLoading and unloading processesCargo safety precautions	<ul style="list-style-type: none">Product flow in cargo operationsTransport equipment such as conveyors, cranes, forklifts, and hand trucksPositioning equipment such as hoists, balancers, and manipulatorsCargo dimensions and labeling such as Safe Working Load (SWL)Threshold limits of equipment				
Skills Application	<ul style="list-style-type: none">Follow equipment handbooks to operationalize mechanized equipment for oversized loadsCarry out required tasks for movement of oversized loadsFollow precautionary measures defined for cargo environment	<ul style="list-style-type: none">Direct product movement in cargo operationsOperationalize transport and positioning equipment to move freight containers and oversized loadsCarry out checks to ensure if SWL for equipment is beyond allowed limitsImprove load shifting paths by checking potential hindrances and lightingsAdhere to threshold limits of each equipment				

Container Stuffing and Unstuffing Administration

Conduct cargo operations associated with interpretation and application of instructions, regulations, procedures and information associated with loading, unloading, stuffing, unstuffing, container load plan, and care of cargo.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-ESC-1004-1.1	SCL-ESC-2004-1.1				
FSC Proficiency Description	Carry out tasks associated with cargo operations and ensure documentations are filled in accurately according to regulations	Support development of assistance material associated with cargo operations to ensure documentations are filled in accurately according to regulations				
Underpinning Knowledge	<ul style="list-style-type: none">• Cargo operations related documentation• Policy and procedure writing skills• Labeling and marking instructions• Safety procedures of loading and unloading• Cargo load planning• Cargo weight considerations and stacking height limitations	<ul style="list-style-type: none">• Principles of International Commercial Terms (INCOTERMS)• Pre-loading, post-loading, and post-charging documentation• Shipping documentation				
Skills Application	<ul style="list-style-type: none">• Carry out inspection cargo acceptance and delivery documentation instructions• Follow appropriate procedures and interpret accurately from container labels or instructions• Follow safety procedures and apply appropriate documentation for loading and unloading	<ul style="list-style-type: none">• Prepare relevant documentation for specific INCOTERMS• Support development of procedures for loading, unloading, container load plan, and care of cargo• Prepare cargo acceptance and delivery documentation instructions• Improve on cargo-related documentation processes• Cross checking of information on shipping documentation				

Abbreviation:
INCOTERMS-International Commercial Terms
The information contained in this document serves as a guide.

Contract Preparation, Evaluation, Negotiation, and Tendering

Manage contract creation, evaluation, negotiation, and tendering to maximize operation and financial performance of an organization.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SCM-3005-1.1	SCL-SCM-4005-1.1	SCL-SCM-5005-1.1	
FSC Proficiency Description			Collaborate with legal team to prepare contract and tender documents	Review contracts and tender documents to ensure alignment to business requirements and negotiated terms	Negotiate and confirm service levels with service providers	
Underpinning Knowledge			<ul style="list-style-type: none">• Procedures and guidelines for contract and tender document formulation and amendments• Industry standards for service agreements	<ul style="list-style-type: none">• Factors vitiating contracts, contract terminations and breach of contract• Differentiation between ownership, risk, delivery, and acceptance of goods or services• Consumer Protection Act• Tender requirement management• Supplier assessments	<ul style="list-style-type: none">• Contract management• Tender risk management• Negotiation strategies and techniques• Financial management• Supplier selection techniques• Suppliers management approaches• Purchasing ethics and scope• Pricing strategies	
Skills Application			<ul style="list-style-type: none">• Analyze and document contractual and tender terms• Collaborate with legal teams to ensure contract and tender formulations and amendments are compliant	<ul style="list-style-type: none">• Review business contracts according to negotiated service levels, vitiating factors and purchasing ethics• Drive contract creation timelines and milestones• Facilitate tender development and submissions• Review supplier efficiency and effectiveness	<ul style="list-style-type: none">• Drive business negotiations with vendors to ensure business profitability• Determine needs of organization and construct specifications for purchases• Formulate strategies to obtain optimum mix of reliability, costs, and services from transportation and logistics service providers• Oversee management of contract creation, evaluation, negotiation and tendering• Evaluate tendering risks• Formulate metrics for supplier assessment	

The information contained in this document serves as a guide.

Environmental Protection Management

Establish policies and procedures for sustainable environment practices covering green procurement, gas emissions, disposal methods, product quality standards, and regulatory compliance.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-OSH-2002-1.1	SCL-OSH-3002-1.1	SCL-OSH-4002-1.1	SCL-OSH-5002-1.1	
FSC Proficiency Description		Support in rolling out organization's policies and practices for a sustainable environment	Maintain a sustainable and environmentally-friendly culture through implementation of organization's policies and procedures	Facilitate adoption of sustainable and environmentally-friendly culture through implementation of organization's policies and procedures	Drive sustainability and environmental efforts by formulating policies and procedures to support a compliant culture	
Underpinning Knowledge		<ul style="list-style-type: none">Environmentally-friendly practices and reduction methodsEnvironmentally-friendly disposal methodsRecycling materialsPolicy writingDocumentation	<ul style="list-style-type: none">Principles of sustainability management in logisticsEnvironment compliance regulations, such as Republic Act No. 8749: Clean Air ActWorkplace safety and health regulationsDisposal regulationsComponents of carbon footprint reduction plans	<ul style="list-style-type: none">Methods, practices, tools and techniques of sustainability management in logisticsLegislations, regulations and codes of practice including resource hazards and risks associated with work areas, job specifications, and proceduresGreen Procurement – ethical and sustainable environmental sourcingConcept of Environmental Management Systems (EMS) such as ISO 14001:2015 Environmental Management Systems	<ul style="list-style-type: none">External benchmarking to environment and sustainability compliance requirementsIndustry best practices for environmental protection initiativesKey components of carbon footprint or gas emission reduction plansEnvironmental Management Systems (EMS) such as ISO 14001:2015 Environmental Management Systems	

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Environmental Protection Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none">Support reduction of emissions, disposal, and non-renewable resources in accordance to local environmental practicesCarry out practice of recycling and establish policies for materials to be recycledSupport policies and procedures writing on organizational environmental and sustainable practices	<ul style="list-style-type: none">Implement environmental policies and procedures in accordance to regulatory requirementsAnalyze procedures for assessing compliance with environmental and sustainability regulationsAnalyze information on environmental and resource efficiency systemsImplement environmental and resource efficiency improvement plansImplement policies and procedures that provide guidelines on regulated waste disposal methodsAnalyze appropriate waste treatment methods including waste to landfill, recycling, re-use, recoverable resources and wastewater treatmentEvaluate potential initiatives for carbon footprint reduction plans	<ul style="list-style-type: none">Review environmental policies and procedures to ensure adherence to regulatory requirementsAdapt environmental and resource efficiency improvement plans to industry standardsDevelop utility and transportation efficiency plansDevelop and integrate organization's sustainability plans to drive commitment to environmental protection and sustainabilityDevelop assessment criteria for sustainable and ethical sourcing which has minimal adverse environmental impactsDevelop EMS policies, objectives, and frameworks according to requirements and specifications	<ul style="list-style-type: none">Formulate initiatives for advancement in environmental and sustainability practices that ensure compliance of organization and its suppliersLead organization's sustainable purchasing and disposal policiesDevise improvement strategies for environmental and resource sustainability initiatives such as environmental management systems, green office programs, transportation enhancements, surveys, and auditsFormulate measures to monitor gas emissions and effectiveness of reduction plansProvide guidance on EMS requirements in accordance to local and international standards	

The information contained in this document serves as a guide.

Materials Handling Equipment (MHE) Maintenance

Perform equipment maintenance including preparation, preventive, and breakdown maintenance.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-ESC-1002-1.1	SCL-ESC-2002-1.1	SCL-ESC-3002-1.1			
FSC Proficiency Description	Carry out equipment maintenance to ensure safe and efficient equipment for operations	Support equipment maintenance handling procedures to ensure safe and efficient equipment for operations	Facilitate equipment maintenance handling procedures to ensure safe and efficient equipment for operations			
Underpinning Knowledge	<ul style="list-style-type: none">• Mechanical repairs• Electrical repairs• Lubrication or oil changes• Maintenance log• Health and safety practices of equipment handling	<ul style="list-style-type: none">• Forklift maintenance• Maintenance of transport equipment such as conveyors, cranes, pallet jacks, forklifts, hand trucks, and pallet trucks• Maintenance of positioning equipment such as hoists, balancers and manipulators• Maintenance of storage and handling equipment such as stacking frames, sliding racks and pallet racks	<ul style="list-style-type: none">• Maintenance schedule development• Procedures for purchasing or obtaining replacement parts• Resource planning for maintenance• Preventive and periodic maintenance			
Skills Application	<ul style="list-style-type: none">• Carry out repairs on mechanical or electrical equipment to achieve maximum life usage• Follow maintenance manuals and independently repair equipment• Carry out recording of equipment maintenance by using maintenance log• Follow health and safety practices for handling equipment	<ul style="list-style-type: none">• Support equipment and tools repair or maintenance• Carry out mitigation of consequence of equipment failure• Perform documentation of maintenance procedures• Enhance equipment operating and repair procedures during maintenance• Carry out purchasing or raise requests for spare parts	<ul style="list-style-type: none">• Organize maintenance of Material Handling Equipment (MHE) and tools• Deploy procedures to store maintenance data and documentation accurately• Implement equipment operating and repair procedures during maintenance• Implement processes for purchase requests of spare parts• Deploy resource plans for scheduled equipment maintenance• Implement systemic inspection schedules to achieve maximum lifespan• Implement safety checks for MHE and tools to ensure safety of users			

The information contained in this document serves as a guide.

Hazardous Materials Identification System (HMIS) Administration

Establish procedures and documentation using HMIS for control and audit.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-WSH-1003-1.1	SCL-WSH-2003-1.1	SCL-WSH-3003-1.1	SCL-WSH-4003-1.1		
FSC Proficiency Description	Carry out HMIS processing by following policies, procedures, and processes	Support HMIS compliance initiatives and update policies, procedures, and processes	Implement HMIS compliance initiatives and maintain updated policies, procedures, and processes	Develop HMIS compliance initiatives and review policies, procedures, and processes		
Underpinning Knowledge	<ul style="list-style-type: none">• Data entry methods• Warehouse administration documentation• Filing• Scanning and repository• OHSAS 18001:2007:• Occupational Health and Safety Management Standard	<ul style="list-style-type: none">• HMIS color bars, coding, and symbols• Process flow mapping• Concept of warehousing flow• Safety data sheets	<ul style="list-style-type: none">• Policies and procedures writing• Measurement methods of non-compliance to HMIS processes• Applicable references from American Coating Association or equivalent, such as ISO, SGS• Data extraction methods	<ul style="list-style-type: none">• Industry practices of HMIS procedures and documentation• Approaches to developing HMIS training materials• Audit compliance reporting		
Skills Application	<ul style="list-style-type: none">• Perform processing of HMIS documentation• Carry out HMIS data entry or capturing of data into relevant documents or templates• Perform filing and scanning-related activities for repository purposes• Check documentation used to ensure that appropriate documents are used and filled in accurately	<ul style="list-style-type: none">• Apply HMIS coding or labeling• Enhance clarity and simplicity of HMIS policies and procedures to increase user adoption• Apply and update notifications or banners in organization's premises• Provide improvement suggestions on HMIS materials such as user training or on-boarding• Apply data capturing methods or automation of safety data sheets in HMIS	<ul style="list-style-type: none">• Implement efficient coding or labeling techniques• Analyze processes, procedures, and documentation to identify non-compliance• Implement measures and generate reporting templates to improve compliance• Collaborate with stakeholders for HMIS process improvements	<ul style="list-style-type: none">• Develop procedures to teach efficient coding or labeling techniques• Develop measurable targets for non-compliance• Develop HMIS user, on-boarding and training materials• Review HMIS process improvement plans• Facilitate HMIS materials for development of users, on-boarding and trainings• Facilitate audit reviews by reviewing processes, procedures and documentation to identify non-compliance and improvement initiatives		

Abbreviation:
ISO-International Organization for Standardization
SGS-the world's leading inspection, verification, testing and certification company

The information contained in this document serves as a guide.

Innovation Management

Manage decisions, activities, and practices that transit ideas to realization for the purpose of generating business value.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				SCL-BMA-4004-1.1	SCL-BMA-5004-1.1	
FSC Proficiency Description				Facilitate implementation of ideas that are implementable and generate business value	Lead in building culture of innovation to enhance business value	
Underpinning Knowledge				<ul style="list-style-type: none">Cost-benefit analysisValuation methodsKnowledge of existing industry practicesStakeholder management	<ul style="list-style-type: none">Market knowledge of future growth areasFinancial forecastingBusiness ModelingOrganization's budgeting processesStakeholder managementFuture innovations/ trends, Industry 4.0 practices	
Skills Application				<ul style="list-style-type: none">Deploy resources for implementation of ideasDevelop procedures for quick roll-out of ideas across entire organizationFacilitate engagement with external consultants to refine integration process of ideas	<ul style="list-style-type: none">Formulate strategies to encourage innovationDrive reduction of bureaucratic red tape to streamline business operationsInitiate reviews of cost for implementing innovationLead engagement with stakeholders to communicate importance of continued innovation to be ahead in industryBuild culture where innovation is the norm and ideas are acknowledged	

Pricing for Transportation Services and Operations

Apply knowledge in transportation services and operations together with understanding of needs of shippers and consignees to develop reliable and affordable transportation pricing models.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-FFO-1005-1.1	SCL-FFO-2005-1.1	SCL-FFO-3005-1.1	SCL-FFO-4005-1.1	SCL-FFO-5005-1.1	
FSC Proficiency Description	Follow organizational pricing policies and procedures.	Support documentation of transportation pricing	Implement transportation pricing models to meet shippers and consignees' needs	Develop reliable and affordable transportation pricing solutions to meet shippers and consignees' needs	Formulate transportation pricing strategies	
Underpinning Knowledge	<ul style="list-style-type: none">Transportation pricing according to organizational requirementsOrganizational pricing policies and procedures	<ul style="list-style-type: none">Concept of Philippine and international transportation pricing modelsConcept of transportation services and operationsProcedures and key data required in transportation pricing documentation	<ul style="list-style-type: none">Market trends in transportation logistics industryMarket monitoring toolsTransportation logistics operations	<ul style="list-style-type: none">Pricing for each mode of transportationChargeable weightClass rates or commodity ratesPricing of transportation routesPrecedence rate and chargesCreation and usage of financial modelsRegional transportation modelsContractual terms on transportation pricing	<ul style="list-style-type: none">Principles of transportation management (density, distance and shipment size)Emerging trends of transportation pricing management through consolidation, reducing distance, and focusing on land shipmentTransportation capacity optimizationTransportation pricing performance metricsTransportation pricing model implementation strategies	

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Pricing for Transportation Services and Operations

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application	<ul style="list-style-type: none">• Receive or request for price quotations• Follow pricing set by the organization• Perform filing and scanning related activities for repository purposes	<ul style="list-style-type: none">• Support documentation of transport services and operations pricing• Support data collection of market prices	<ul style="list-style-type: none">• Analyze shippers and consignees' needs• Analyze prevalent market prices• Implement transportation pricing models to advise shippers and consignees on shipment charges	<ul style="list-style-type: none">• Review new developments, and suggest related measures and other approaches to achieve cost savings and ensure customer satisfaction• Process, analyze, and price complex transportation route solutions• Assess third-party transportation costing models that can be adopted• Develop and maintain network-wide and regional transportation costing models that can be rapidly applied during sales and business development efforts to affiliate new customers• Facilitate drafting of transportation pricing language into contractual service agreements• Develop cost models that accurately depict impacts of proposed changes in logistics network• Facilitate transportation rate reviews and provide recommendations for action• Assess customer behaviours and pricing results in support of pricing strategies	<ul style="list-style-type: none">• Evaluate freight, rate, and transportation capacity trends and apply insights to influence pricing strategies• Evaluate market trends and fluctuations and apply insights to influence pricing strategies• Coach key internal stakeholders on application of pricing models• Devise performance metrics aligned to sales and marketing strategies• Evaluate effectiveness of pricing models according to key performance metrics• Lead implementation of pricing models appropriate to changing market conditions	

Shipment Load Planning and Palletization/Consolidation

Optimize pallet load configuration and consolidation for shipments.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-ESC-2003-1.1	SCL-ESC-3003-1.1	SCL-ESC-4003-1.1		
FSC Proficiency Description		Apply methods to optimize shipment load	Deploy methods or techniques to optimize shipment load	Develop strategies for consistent and optimized shipment loads		
Underpinning Knowledge		<ul style="list-style-type: none">• Freight dimensions such as Less Container Load and Full Container Load• Concept of distribution center activities and services• Pallet dimensions such as two-or four-way entry, boards, wing type and perimeter base	<ul style="list-style-type: none">• Container systems and rates• Methods of loading and unloading pallets or containers• Cargo handling equipment such as forklifts and cranes• Methods for space optimization• Pallet loading procedures• Contingency or substitution pallet planning• Methods of manpower and stowage planning• Over the Road (OTR) Limitation	<ul style="list-style-type: none">• Benefits of different freight size usage• Customs requirements for points of destination• Cost modeling• Industry experience with pallet optimization• Manpower and stowage planning		
Skills Application		<ul style="list-style-type: none">• Enhance pallet load configuration and consolidation activities• Support pallet optimization initiatives• Improve existing consolidation processes by utilizing cost effective pallet sizes	<ul style="list-style-type: none">• Analyze optimal loading of pallets and usage of appropriate loading equipment• Implement pallet optimization initiatives• Deploy test efforts to identify effective load configurations• Deploy methods and techniques to revise and resolve load differences• Deploy required manpower and equipment requirements based on shipment load	<ul style="list-style-type: none">• Develop packing optimization strategies to increase utilization at minimal cost• Review pallet load and ensure compliance to customs requirements• Develop cost models to simulate optimal load capacity• Develop and share techniques including arrangements that take into account port's loading facilities• Review plans and schedules for manpower and equipment requirements		

Strategy Planning

Develop organizational strategies and policies by analyzing impact of internal and external influencing factors and seeking consultations from relevant stakeholders.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				SCL-BMA-4007-1.1	SCL-BMA-5007-1.1	SCL-BMA-6007-1.1
FSC Proficiency Description				Develop resource allocation plans and implementation of strategies and policies	Drive strategies and policies that are forward looking and focus on bottom line results	Build actionable organization strategy plans and policies that are forward looking, anticipate risks, and focus on bottom line results
Underpinning Knowledge				<ul style="list-style-type: none">Resource managementOperating model flowMarket analysis	<ul style="list-style-type: none">Portfolio managementOperating model managementIndustry analysisChannel Management	<ul style="list-style-type: none">Financial modelingCompetitor analysisCustomer analysisInternational/Local environmental scansCorporate strategies
Skills Application				<ul style="list-style-type: none">Develop resource management allocation plans to right investment opportunities of organizationReview organization's strategic plans to consider various life-cycles and ongoing trendsDevelop corporate policies aligned with overall strategic direction	<ul style="list-style-type: none">Drive effective resource allocation to the best investment of organizationDrive organization's strategic plans to consider various life cycles and trendsDevise corporate strategies and policies that anticipate risks, ensure that organization remains resilient and adaptive in times of instability	<ul style="list-style-type: none">Transform organization's competitive position and add value to its financial positionSynergize resource allocation to the best investment opportunities to drive performanceTransform organization' strategy plans to consider long cycles and macro-trendsTransform corporate strategies and policies to appropriately anticipate risks, uncertainties, ensuring that organization remains resilient and adaptive in times of instabilityEngage with government agencies in policy making

The information contained in this document serves as a guide.

Transport Management System (TMS) Administration

Manage and administer process enforcement, analytics, and optimization of Transport Management System for moving freight in all modes, including intermodal movements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-SCL-1002-1.1	SCL-SCL-2002-1.1	SCL-SCL-3002-1.1	SCL-SCL-4002-1.1	SCL-SCL-5002-1.1	
FSC Proficiency Description	Describe procedures to administer TMS	Coordinate planning and execution of transport operations using TMS	Supervise planning and execution of transport operations using TMS	Review planning and execution of transport operations using TMS	Drive planning and execution of transport operations using TMS	
Underpinning Knowledge	<ul style="list-style-type: none">Principles of Transport ManagementInformation required for tracking transportation fleet such as organization, sender and consignee, origin, and destinationCargo targeting systemCargo security and safety	<ul style="list-style-type: none">Key concepts in supply chain managementMultimodal and intermodal movements conceptsApplication of Track and Trace systemPerformance and cost measures involved in transport operations	<ul style="list-style-type: none">Supply chain management approachesMulti-modal and intermodal management approachesDecision analyticsOptimization tools and techniques	<ul style="list-style-type: none">Supply chain management frameworksTransportation management frameworksMarket trends in transport managementMarket trends in transportation technologies, such as driverless vehicles and vehicle positional tracking systemsStatistical analytics interpretation	<ul style="list-style-type: none">Emerging trends in transport managementEmerging trends in transportation technologies, such as driverless vehicles and vehicle positional tracking systemsProject management	
Skills Application	<ul style="list-style-type: none">Carry out data entry operations, especially for special requirements and transportation of goods by hand using computer or auto ID technologyPerform security and safety checks on the cargo ID	<ul style="list-style-type: none">Deduce effectiveness of transport plans using established benchmarks and parametersSupport planning of transport operationsCoordinate execution of transport operationsTrack key performance indicators, such as cost and efficiency indicators	<ul style="list-style-type: none">Analyze effectiveness of transport plans using established benchmarks and parametersOrganize planning of transport operationsImplement execution of transport operationsAnalyze key performance indicators, such as cost and efficiency indicators	<ul style="list-style-type: none">Review resource and cost management based on market practices and business environmentDevelop key themes that emerge from statistical analyses to rationalize impacts to transport operationsFacilitate planning of transport operationsFacilitate execution of transport operations	<ul style="list-style-type: none">Anticipate emerging transport operations parameters to determine future resource requirementsDevelop the strategic positioning of transportation operation processes such as warehousing and freight forwarding, within logistics operationsDrive planning of transport operationsGuide execution of transport operations	

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Transportation Equipment Handling

Operate different types of transport equipment including conveyors, cranes, and industrial trucks for the movement and storage of materials.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-ESC-1004-1.1	SCL-ESC-2004-1.1	SCL-ESC-3004-1.1			
FSC Proficiency Description	Follow instructions to operate and maintain basic transport equipment	Support operation and maintenance of advanced transport equipment	Deploy operations of transportation equipment handling and maintenance			
Underpinning Knowledge	<ul style="list-style-type: none">Types of vehicles and respective usesOperation of basic vehiclesMaintenance of basic vehiclesObstacles in loadingTypes of product requirements and special requirementsOrganizational security procedures and guidelinesOrganizational safety and health procedures	<ul style="list-style-type: none">Operation of advanced vehiclesMaintenance of advanced vehiclesBasic assessment of delivery vehiclesHow to prepare different vehicles for different types of products	<ul style="list-style-type: none">Methods to determine and forecast maintenance requirements from operating conditionsFactors to be considered during deployment of vehiclesMaintenance schedulingCommunication techniques			
Skills Application	<ul style="list-style-type: none">Perform basic risk assessments for transport equipmentFollow safety instructions in operating transport equipmentCarry out maintenance of basic transport equipmentFollow schedules and planned routes to move materials to designated locations or areas	<ul style="list-style-type: none">Perform in-depth risk assessments for transport equipmentSupport operations of all transportation equipment typesSupport maintenance of all transportation equipment typesSupport movement of materials to designated locations or areas according to schedules and planned routes	<ul style="list-style-type: none">Organize deployment of transportation equipmentAnalyze machinery and systems to forecast replacement needsMaintain transportation equipment maintenance schedulesCollaborate with stakeholders to ensure smooth deployment of transport vehicles			

Transportation Hub or Control Center Administration

Optimize logistics operations including provision of transportation services and optimal use of resources.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-TRM-2001-1.1	SCL-TRM-3001-1.1	SCL-TRM-4001-1.1	SCL-TRM-5001-1.1	
FSC Proficiency Description		Coordinate logistics services within the Transportation Hub or Control Center	Supervise logistics services within the Transportation Hub or Control Center	Develop logistics services within the Transportation Hub or Control Center	Strategize logistics services within the Transportation Hub or Control Center	
Underpinning Knowledge		<ul style="list-style-type: none">Types of delivery systemsTypes of delivery vehicles and lifting equipmentTransport operationsRoles, cost, and performance characteristics of different modes of land transportationResource management techniques and tools	<ul style="list-style-type: none">Transport operations management approachesResource management approaches	<ul style="list-style-type: none">Transport operations management frameworksChallenges and financial implications of fleet managementResource management strategiesMarket practices in transport management	<ul style="list-style-type: none">Emerging market practices in transport managementFleet management strategies	
Skills Application		<ul style="list-style-type: none">Support tracking of transportation operation schedules to ensure timelines are complied withSupport coordination of vehicle fleet management plans, including activation of contingency plansSupport coordination of resolution of facility, equipment, infrastructure and system breakdowns to minimize downtimeIdentify appropriate transport equipment for shipment delivery to avoid accidents and unnecessary costs	<ul style="list-style-type: none">Analyze day-to-day transport operations cost parameters to determine resource requirementsOrganize transportation operation schedules that consider timelines and resource factorsMaintain vehicle fleet management plansMaintain resolution of facility, equipment, infrastructure, and system breakdowns to minimize downtime	<ul style="list-style-type: none">Review resource and cost management based on market practices and business environmentReview resources required to ensure transportation operation schedules are metDevelop vehicle fleet management plansReview vehicle fleet management plansReview resolution of facility, equipment, infrastructure, and system breakdowns to minimize downtime	<ul style="list-style-type: none">Formulate strategic priorities of each specific transport link in the development of plansLead preparations for anticipated emerging transport operations parameters to determine future resource requirementsGuide the importance of achieving transportation operation timeframe outcomes with efficient use of resourcesFormulate vehicle fleet management strategies across different plans	

Transportation Route and Schedule Planning

Optimize transportation resources for route scheduling and dispatching using vehicle fleet management systems.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-TMA-1003-1.1	SCL-TMA-2003-1.1	SCL-TMA-3003-1.1	SCL-TMA-4003-1.1		
FSC Proficiency Description	Carry out vehicle routing and operator scheduling	Coordinate vehicle routing and operator scheduling	Supervise vehicle routing and operator scheduling	Review routes and schedules for optimal vehicle routing and operator scheduling		
Underpinning Knowledge	<ul style="list-style-type: none">Local traffic conditions and patternsLocal traffic regulationsLocal geography and weather conditionsLocal transportation network available in the Philippines	<ul style="list-style-type: none">Transportation operations proceduresTransportation scheduling toolsDifferent planning considerations for each transportation type	<ul style="list-style-type: none">Route and cost optimization modelingProcedures on vehicle routing and transport operator schedulesConcept of trade-offs in transportation costingConcept of selection methods on transport services	<ul style="list-style-type: none">Route and cost optimization frameworksMarket trends in vehicle fleet managementTechnologies in distribution planningVehicle tracking technologiesRoute planning technologies		
Skills Application	<ul style="list-style-type: none">Track transportation operation schedules to ensure timelines are complied withSchedule delivery operationsSchedule pick up operationsPerform pick up operations	<ul style="list-style-type: none">Support tracking of transportation operation schedules to ensure timelines are complied withCoordinate delivery operations schedulingCoordinate pick up operations scheduling	<ul style="list-style-type: none">Analyze day-to-day transport operations cost parameters to determine resource requirementsOrganize transportation operation schedules that consider timelines and resource factors	<ul style="list-style-type: none">Review effectiveness of vehicle fleet routes and schedules based on transportation operations strategies and business requirementsReview impacts of transportation delivery to overall effective logistics service provision based on organizational proceduresDevelop optimization plans to increase effectiveness of vehicle fleet routing and scheduling based on latest vehicle tracking and route planning technologies		

Import Export Administrative Assistant / Shipping Assistant

Occupation: Freight Forwarding Technician

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/she is required to record documentation with high accuracy and precision and is responsible to ensure goods clear customs. He/She is also expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks	
	Perform Freight Quality Inspection	Conduct targeted conversations with customers to identify customer needs	
		Perform data entry for freight services	
	Perform Safety and Health Tasks	Perform cargo or material-handling security procedures	
		Perform documentation for cargo consolidation activities	
		Perform documentation for transshipment and transloading operations	
		Perform documentation for specialized cargo	
	Perform Compliance Tasks	Perform documentation for compliance operations and/or advise clients on tariffs, rates, costs, or quotations requirements and eligibility	
		Perform documentation for checks in accordance to internal standard operating procedures (SOP), government regulatory requirements, and legislations to identify non-compliance	
	Perform Business Administration Tasks	Work with allocated resources to ensure alignment of interest within business activities	
		Follow operational policies, standards, and procedures	
		Perform basic risk assessment	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Issuance and Dispatch	Level 1	Communication	Basic
	Cargo Receipt and Inspection	Level 1	Problem Solving	Basic
	Cargo Tracking/Targeting System Administration	Level 1	Decision Making	Basic
	Cold Chain Operations Administration	Level 1	Digital Fluency	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		

Incoming Quality Coordinator / Tally Assistant

Occupation: Freight Inspection Technician

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 the rejection of goods that do not meet the required specifications. He/She is also expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks	
	Perform Freight Quality Inspection	Inspect cargo acceptance documentation and handle customs clearance processing according to industry standards or sector requirements	
		Inspect performance of incident response and resilience or crisis management initiatives	
		Inspect materials received to ensure that they conform to standards	
		Assist with incoming materials downgrade and rejection assessment of materials	
	Perform Safety and Health Tasks	Perform OSH activities at the workplace to ensure personal compliance to requirements	
		Perform safety and health risk assessments	
	Perform Compliance Tasks	Perform standard and established compliance-related administrative activities	
		Perform checks in accordance to internal standard operating procedures (SOP), government regulatory requirements, and legislations to identify non-compliance	
		Perform products and process audits in accordance to internal audit requirements	
	Perform Business Administration Tasks	Work with allocated resources to ensure alignment of interest within business activities	
		Follow operational policies, standards, and procedures	
		Perform basic risk assessment	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	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	Customer Orientation	Basic
	Logistics Process Quality Management	Level 3	Digital Fluency	Basic
	Risk Management Administration	Level 1		
	Warehouse/Cargo-related OSH Management	Level 2		
	Business Continuity Management	Level 3		

Abbreviation:
 OSH-Occupational Safety and Health

The information contained in this document serves as a guide.

Compliance Coordinator / Shipping Coordinator / Customs Clearance Coordinator

Occupation: Freight Forwarding Operations Technician

The Compliance Coordinator/Shipping Coordinator/Customs Clearance Coordinator is responsible for freight forwarding permit processing ranging from the preparation, the application, and the submission through to the final inspection.

Systematic and logical, he/she is also responsible for prompt and accurate permit declaration and for providing precise information to airlines, carriers, destination/origin co-loaders and customs, and attending to customers' enquiries, handling claims, and cargo discrepancies. He/She is also expected to work with internal and external stakeholders to accomplish his/her work.

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

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	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/Targeting System Administration	Level 2	Digital Fluency	Basic
	Cold Chain Operations Administration	Level 1	Customer 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		
	Business Continuity Management	Level 3		

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Freight Inspector / Incoming Quality Inspector

Occupation: Freight Inspection Specialist

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/She is also expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks	
	Perform Freight Quality Inspection	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 for operational resilience or crisis management initiatives	
		Account for incoming materials downgrade and rejection assessment	
	Perform Safety and Health Tasks	Suggest OSH solutions to address localized shortcomings in existing processes	
		Coordinate OSH activities at the workplace to ensure personal compliance to requirements	
		Generate OSH investigation reports	
		Report OSH incidents	
	Perform Compliance Tasks	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	Optimize 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	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	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	Customer Orientation	Intermediate
	International Trade Legislation Compliance	Level 3	Sense Making	Intermediate
	Logistics Process Quality Management	Level 3	Digital Fluency	Intermediate
	Risk Management and Administration	Level 2		
	Warehousing/Cargo-related OSH Management	Level 3		
	Business Continuity Management	Level 3		

Abbreviation:
 OSH-Occupational Safety and Health

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Customs Clearance / Brokerage Supervisor / Freight Supervisor

Occupation: Freight Forwarding Operations Specialist

The Customs Clearance/Brokerage Supervisor/Freight Supervisor is responsible for liaising with customers, logistics operators, and customs officials, and for supervising the customs clearance/freight forwarding operations to ensure that 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/She is also expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks	
	Perform Freight Forwarding Tasks	Monitor lapses in delivery of logistics services to customers	
		Maintain customer service excellence	
		Resolve escalated customers' concerns and issues on freight services	
		Prepare daily operation performance reports and status updates	
	Perform Cargo and/or Material Handling and Delivery Tasks	Apply rating principles, states as well as operator variations	
		Manage cargo documentation process according to industry standards or sector requirements	
		Manage performance of cargo or material-handling security procedures	
		Manage performance of cargo consolidation activities	
		Manage performance of transshipment and transloading operations	
		Track cargo-handling schedules to ensure timelines are adhered to	
	Perform Compliance Tasks	Perform incident response resilience and/or crisis management initiatives	
		Follow standard and established compliance-related administrative activities	
		Perform compliance operations and/or advise clients on customs, 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	
	Perform Business Administration Tasks	Support internal audit tasks	
		Optimize use of allocated resources within business activities	
		Apply operational policies, standards, and procedures	
		Evaluate risk factors that impact efficiency	
		Supervise teams at work	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	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/Targeting System Administration	Level 3	Self-Management	Intermediate
	Cold Chain Operations Administration	Level 1	Customer 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		
	Business Continuity Management	Level 3		

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Freight Analyst

Occupation: Freight Forwarding Operations Specialist

The Freight Analyst is responsible for liaising with customers, logistics operators, and customs officials for planning and tracking the movement of goods to ensure that 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/she is required to work closely with stakeholders to plan and review operations and negotiate logistics and insurance rates. He/She is also expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Perform Freight Forwarding Tasks	Evaluate customer needs to improve freight operations processes Recommend operational plans for non-established and large-scale freight shipments
	Perform Business Continuous Improvement Activities	Evaluate continuous improvement activities and performance-improvement strategies Assess situational factors that promote and inhibit change Evaluate standards for quality management systems Recommend activities to improve quality of logistics services Work with team members to support technology projects Review areas in logistics operations where technology can enhance processes Leverage on the 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
		Evaluate cargo handling and delivery operations to ensure compliance to 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 response and resilience or crisis management initiatives Recommend cargo consolidation solutions to optimize space, cost, and efficiency Recommend cargo-handling solutions that consider timelines and resource factors Recommend methods and techniques to manage dangerous goods
		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
		Communicate requirements and activities to stakeholders Manage stakeholders to monitor completion of requirements and activities Optimize use of allocated resources within business activities Apply operational policies, standards, and procedures Evaluate risk factors that impact efficiency

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Freight Analyst

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	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	Customer Orientation	Intermediate
	Cargo Tracking/Targeting System Administration	Level 3	Digital Fluency	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		
	Business Continuity Management	Level 3		

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Shipping Specialist / Import Export Specialist / Freight Specialist / Customs Brokerage Specialist

Occupation: Freight Forwarding Operations Technical Specialist

The Shipping Specialist/Import Export Specialist/Freight Specialist/Customs Brokerage Specialist is responsible for specialized customs clearance activities ranging from the preparation, the application, and the submission through to the final inspection, and for analyzing 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/she is required to plan and review complex freight and to be persuasive to manage stakeholders and customers. He/She 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	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 and regulatory compliance
	Perform Business Continuous Improvement Activities	Evaluate the costs and benefits of current business processes within warehouse operations Evaluate situational factors that inhibit changes Evaluate risks associated with different approaches of process changes Manage business requirements throughout project lifecycle Develop measures using quality management knowledge to enhance quality standards Implement environmental protection policies and procedures Determine key messages to communicate to internal stakeholders for application of latest technology trends Leverage on data analysis to build insights on technology usage
	Perform Cargo and/or Material Handling and Delivery Tasks	Develop contingency plans for cargo-handling and delivery operations Plan cargo-handling and delivery operations in compliance to rating principles as well as operator variations Develop methods to improve cargo documentation process based on strict adherence to industry standards or sector requirements Plan cargo or material-handling security procedures Plan for disruption resilience and effective incident response or crisis management initiatives Evaluate carrier performance to ensure on-time shipments Manage service agreements and all revisions
	Perform Compliance Tasks	Develop review measures to enhance compliance to internal standard operating procedures (SOP), government regulatory requirements, and legislations Perform a lead role in compliance operations and/or advise clients on customs, tariffs, rates, costs or quotations requirements, and eligibility
	Perform Business Administration Tasks	Develop measures to improve vendor management capability in the organization 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

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Shipping Specialist / Import Export Specialist / Freight Specialist / Customs Brokerage Specialist

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	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	Self-Management	Intermediate
	Cargo Issuance and Dispatch	Level 4	Building Inclusivity	Intermediate
	Cargo Tracking/Targeting 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		

The information contained in this document serves as a guide.

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

Occupation: Freight Forwarding Operations Manager / Customs Broker

The Import Export Manager/Customs Brokerage 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 the 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/she is required to manage resources to obtain buy-in from internal and external stakeholders. He/She 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
	Perform Freight Forwarding Tasks	Develop freight shipment solutions for improvements and/or closing gaps
		Maintain relationships with vendors, carriers, freight-forwarders and port authorities to provide competitive shipping solutions to customers
		Manage performance of logistics partners to ensure compliance and alignment with customer requirements and contractual obligations
	Perform Business Continuous Improvement Activities	Drive business processes improvement solutions
		Engage senior management for buy-in to implement solutions identified
		Motivate colleagues at the organizational 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 organizational discussion on adoption of latest technology innovations
		Drive the successful completion of technology projects
	Drive Cargo/Material Handling and Delivery Operations	Educate employees on the variations in rating principles, states as well as operator variations
		Facilitate exception-handling of cargo documentation process according to industry standards or sector requirements
		Resolve incidents and crises arising from day-to-day operations through organizational resilience initiatives
		Manage carrier ranking or customer priority system to ensure strategic business is protected during periods of capacity shortage
		Communicate the importance of achieving cargo-handling timeframe outcomes with the efficient use of resources and demonstrate mastery of various international trade regulations
	Drive Compliance Activities and Operations	Develop compliance strategies with internal stakeholders to achieve acceptable level of internal compliance and industry standards
		Review changes in compliance on customs, tariffs, rates, costs, or quotations requirements to manage impact on compliance operations
	Drive Business Administration Operations	Develop freight shipment solutions to maximize profitability
		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

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

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Bulk Cargo Administration	Level 5	Communication	Advanced
	Business Continuity Management	Level 4	Decision Making	Advanced
	Business Negotiation	Level 5	Developing People	Advanced
	Change Management	Level 5	Self-Management	Advanced
	Customer Management	Level 5	Building Inclusivity	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		

The information contained in this document serves as a guide.

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.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-FFO-1001-1.1	SCL-FFO-2001-1.1	SCL-FFO-3001-1.1	SCL-FFO-4001-1.1		
FSC Proficiency Description	Follow processes and procedures associated with receipt and delivery to ensure the completion of necessary documentation	Support the development of processes and procedures associated with receipt and delivery to ensure accurate documentation	Deploy processes and procedures associated with receipt and delivery to ensure accurate documentation	Review processes and procedures associated with receipt and delivery to ensure accurate documentation		
Underpinning Knowledge	<ul style="list-style-type: none"> Guidelines on receipt and delivery of containers and cargo Types of records relating to the receipt of incoming goods and its purpose Technical Reference/ Guidelines for freight container Equipment Interchange Receipt (EIR) 	<ul style="list-style-type: none"> Concept of INCOTERMS Policy and procedure writing skills Concept of pre-loading, post-loading, and post-charging documentation Cargo labeling Receipt and inspection for cargo Cargo security checks 	<ul style="list-style-type: none"> Pre-loading, post-loading, and post-charging documentation Principles of INCOTERMS, IATA, and FIATA 	<ul style="list-style-type: none"> Customs and immigration procedures or documentation INCOTERMS, IATA, and FIATA standards Data analysis Hague/Hague-Visby Rules and Hamburg Rules for sea carriage Warsaw Convention and Montreal Agreement for air carriage 		
Skills Application	<ul style="list-style-type: none"> Describe guidelines on receipt and delivery of containers and cargo Carry out accurate data collection and data entry for documentation required 	<ul style="list-style-type: none"> Prepare cargo inspection and documentation instructions Apply inspection processes of cargo to ensure loading and unloading tasks are handled correctly Improve on cargo-related documentation processes Apply cargo security checks and verify documents 	<ul style="list-style-type: none"> Deploy pre-loading instructions or materials to assist with export permits, certificates of origin, quality, and readiness Deploy post-loading instructions or materials to assist with stowage plans, sealing certificates, and fitness certificates Deploy post-discharging instructions or materials to assist with empty hold certificates and delivery orders Deploy underpinning knowledge material for INCOTERMS, IATA, or FIATA standards 	<ul style="list-style-type: none"> Review and provide assistance to cargo inspection processes Manage impact of changing INCOTERMS, IATA, or FIATA standards in cargo documentation Review the efficiency of inspection through data analysis from point of receiving to delivery Review documentation and provide guidance through the referencing of international regulations 		

Abbreviations:
 INCOTERMS-International Commercial Terms
 IATA-International Air Transport Association
 FIATA-International Federation of Freight Forwarders Associations

The information contained in this document serves as a guide.

Cargo Issuance and Dispatch

Maintain conditions and stipulated requirements for compliance before issuance and dispatch of imported cargo relevant to the processing of the receipt and delivery of containers and cargo.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-FFO-1002-1.1	SCL-FFO-2002-1.1	SCL-FFO-3002-1.1	SCL-FFO-4002-1.1		
FSC Proficiency Description	Follow processes and procedures associated with issuance and dispatch to ensure the completion of documentation	Support the development of guidelines for issuance and dispatch to relevant staff	Deploy guidelines for issuance and dispatch to relevant staff	Facilitate processes of issuance and dispatch by providing guidelines		
Underpinning Knowledge	<ul style="list-style-type: none"> Guidelines on the issuance and dispatch of imported cargo Types of records related to the dispatch of imported goods 	<ul style="list-style-type: none"> Shipper Instruction for Dispatch (SID) Pre-loading documentation Basic settings of dispatch handling, such as location, policy, and packaging Types of delivery status, such as failed, allocated, or picking 	<ul style="list-style-type: none"> Customs clearing documentation Export documentation Security scanning procedures Driver qualification requirements International transportation terms 	<ul style="list-style-type: none"> Methods to monitor and control compliance with legislative requirements Supplier and customer relationship management 		
Skills Application	<ul style="list-style-type: none"> Describe guidelines on the issuance and dispatch compliance for imported cargo Carry out accurate data collection and data entry for documentation required 	<ul style="list-style-type: none"> Carry out SID and pre-loading documentation procedures Apply appropriate parameters for various dispatch handling Apply appropriate coding to delivery status of handled cargo Implement security screening procedures to ensure compliance and successful deliveries 	<ul style="list-style-type: none"> Deploy guidelines to assist with SID, pre-loading, and export documentation Maintain operational efficiency by equipping staff with the necessary training on coding of delivery status Collaborate with shippers or customs to ensure export documentation is filled in accurately Implement security screening procedures to ensure compliance and successful deliveries Maintain compliance by referencing to international transportation requirement 	<ul style="list-style-type: none"> Review operational compliance and develop corrective measures for preventative actions Develop guidelines to assist with SID and export documentation Review the effectiveness of staff by assessing the impact of issuance and dispatch activities Develop relationships with shippers and customs for ease of clarification when required 		

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Cargo Security Control

Maintain security in cargo environment, including legislations and regulatory requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-FFO-2003-1.1	SCL-FFO-3003-1.1	SCL-FFO-4003-1.1	SCL-FFO-5003-1.1	
FSC Proficiency Description		Support cargo security controls and carry out patrolling duties	Implement cargo security controls and processes in accordance to regulatory requirements	Facilitate cargo security operations with policies and procedures in accordance to regulatory requirements	Guide cargo security operations in accordance to regulatory requirements	
Underpinning Knowledge		<ul style="list-style-type: none"> Cargo operations Safety protocols Surveillances Concept of Container Security Initiative (CSI) ISO 28000 Security Management Systems for the Supply Chain (latest version) 	<ul style="list-style-type: none"> Security practices Cargo processes Cargo safety and security principles Concept of CSI Information Technology (IT) Security and Risks (ISO/IEC 17799/27001), the Center for Internet Security (CIS), and Control Objectives for Information and Related Technologies (COBIT) 	<ul style="list-style-type: none"> Principles of international security standards, such as The Customs-Trade Partnership Against Terrorism (C-TPAT), the Authorized Economic Operator (AEO), the World Customs Organization (WCO) SAFE Framework, the Certified Cloud Security Professional (CCSP), the International Ship and Port Facility Security Code (ISPS), and the Transported Asset Protection Association (TAPA) standards Cargo security devices or aids, such as tapes, cables, seals, locks, IDs, and clips Manpower scheduling 	<ul style="list-style-type: none"> Industry best practices of cargo security International security standards 	
Skills Application		<ul style="list-style-type: none"> Carry out security patrol and checks in cargo designated areas Apply safety protocols and security standards to ensure low risk of incidents Carry out regular reviews and update security standards according to changes in technological and business environment Carry out documentation of security checks 	<ul style="list-style-type: none"> Implement security procedures that cover surveillance patrol, controls and document checks Implement regular reviews and update security standards according to changes in technological and business environment Deploy audit trail procedures of how, when, and by whom cargo has been secured Facilitate the processing and clearance of cargo Implement IT security review checklists that encompass IT standards, such as ISO/IEC 17799/27001 or CIS technical standards 	<ul style="list-style-type: none"> Develop security procedures that cover surveillance patrol, controls, and document checks Review the impact of existing international cargo security, legal, and regulatory requirements Review usage of cargo security devices to ensure compliance to government regulations and international cargo security standards Develop emergency response action plans Review security schedule plans 	<ul style="list-style-type: none"> Provide guidance on industry best practices for cargo security Drive usage of cargo security devices that comply to government regulations and international cargo security standards Initiate discussions with cargo operations to develop strategies on operational and security enhancements 	

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Cold Chain Operations Administration

Perform processes involved in cold chain management, which includes packaging and material handling equipment for storage and during transportation.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-FFO-1004-1.1	SCL-FFO-2004-1.1	SCL-FFO-3004-1.1	SCL-FFO-4004-1.1	SCL-FFO-5004-1.1	
FSC Proficiency Description	Follow cold chain operations administration procedures	Support the documentation required for cold chain operations	Implement processes and control points in handling and transporting cold products	Develop procedures to ensure that handling and transportation do not affect the quality of cold products	Drive operational improvements of handling and transporting cold products through the implementation of best practices	
Underpinning Knowledge	<ul style="list-style-type: none"> Overview of cold chain processes and activities Data collection required for cold chain processes and activities 	<ul style="list-style-type: none"> Cold chain storage documentation guidelines Information needed to prepare qualification reports Wireless data monitoring systems 	<ul style="list-style-type: none"> Principles of cold chain management Handling and transport of chilled or frozen products Principles of cold chain regulations Cold chain performance measures Principles of Hazard Analysis Critical Control Point (HACCP) Cold chain packaging and material handling equipment ISO 22000 Food Safety Management Systems (latest version) 	<ul style="list-style-type: none"> Cold chain management Cold chain import and export requirements Cold chain regulations, such as the prevailing Philippine Guidelines / Best Practices Recall procedures Lead time for food contamination 	<ul style="list-style-type: none"> Effective methods of cold chain packaging and material handling equipment Best practices of cold chain management in food industry, including HACCP Data analysis Temperature management strategies Benchmarking of cold chain management 	
Skills Application	<ul style="list-style-type: none"> Identify cold chain storage processes and activities Carry out data entry required for cold chain storage activities, such as logging temperature data 	<ul style="list-style-type: none"> Interpret cold chain documentation requirements Organize documentation required for qualification reports 	<ul style="list-style-type: none"> Deploy improvement initiatives on cold chain processes Implement control points to monitor temperature and quality of products Deploy procedures or guidelines for handling and transporting cold products Collaborate with authorities to ensure that the organization is in compliance with existing regulations Implement audit checklists using principles of HACCP Analyze safety and cost components of packaging and material handling 	<ul style="list-style-type: none"> Develop recall procedures for potential health risk products Review import and export requirements for cold products Develop control points and compliance measures in cold chain handling Facilitate discussions with authorities to ensure that the organization is in compliance with existing regulations Review procedures against HACCP principles Review safety and cost components of packaging and material handling Adapt international and local cold chain regulations 	<ul style="list-style-type: none"> Provide guidance on the effectiveness and appropriateness of packaging and material handling selections Formulate strategies to monitor and maintain seamless operations through data analysis and best practices Devise strategies to enhance temperature management throughout handling processes Devise process improvement initiatives by performing benchmarking of best practices for cold chain operations 	

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Cargo Tracking / Targeting System Administration

Perform processes in tracking / targeting of cargo movement via various forms of transport.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-FFO-1007-1.1	SCL-FFO-2007-1.1	SCL-FFO-3007-1.1	SCL-FFO-4007-1.1		
FSC Proficiency Description	Follow procedures to administer cargo tracking/targeting systems	Support cargo tracking/targeting systems administration	Analyze the effectiveness of cargo tracking/targeting systems	Develop optimization plans to improve cargo tracking/targeting systems		
Underpinning Knowledge	<ul style="list-style-type: none"> Purpose of tracking/targeting cargo movement Information required for tracking/targeting cargo, such as organization, sender and consignee, and origin and destination 	<ul style="list-style-type: none"> Cargo tracking/targeting systems administration processes Purpose of a cargo manifest Issues that may arise from cargo movement, such as cargo theft, security of cargo, and dangerous goods 	<ul style="list-style-type: none"> Cargo tracking/targeting system technologies Cargo movement management Cargo handling scheduling Resource optimization concepts Integrated logistics solutions Market trends and practices on cargo tracking/targeting 	<ul style="list-style-type: none"> Cargo movement optimization plans Emerging trends and market practices in cargo tracking/targeting administration Resource optimization strategies 		
Skills Application	<ul style="list-style-type: none"> Carry out accurate data entry operations using a computer or using a hand-held scanner into cargo tracking/targeting systems, such as origin and destination, and sender and consignee names 	<ul style="list-style-type: none"> Support the creation of daily reports for cargo movement Verify documentation for cargo movement Monitor cargo movement from various countries of origin to ensure schedules are met Track lost shipments as necessary 	<ul style="list-style-type: none"> Organize resources to ensure cargo handling schedules are met Analyze the application of integrated logistics solutions and business management principles to improve overall transport plans to ensure the efficiency of cargo movement Analyze the optimization of resource and cost management of cargo movement based on market practices and the business environment Analyze cargo movement based on key performance metrics 	<ul style="list-style-type: none"> Review the optimization of resources and cost management in cargo tracking/targeting based on market practices and the business environment Develop key performance metrics to measure the effectiveness of cargo tracking/targeting systems Develop the application of integrated logistics solutions and business management principles to improve overall transport plans to ensure cargo movement effectiveness 		

Import and Export Documentation Administration

Administer shipping documents associated with the import and export of goods.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-FFO-1008-1.1	SCL-FFO-2008-1.1	SCL-FFO-3008-1.1	SCL-FFO-4008-1.1		
FSC Proficiency Description	Follow guidelines to prepare shipping documents associated with the import and export of goods	Apply requirements for the preparation of shipping documents associated with the import and export of goods	Analyze the preparation processes of shipping documents associated with the import and export of goods	Review practices for the preparation of shipping documents associated with the import and export of goods		
Underpinning Knowledge	<ul style="list-style-type: none"> Documentation required by customs authorities Types of permits Certificate of origin Customs documentation required for different types of goods, transport modes, and international trade Regulations for different types of goods, transport modes, and international trade Bill of Lading Air WayBill 	<ul style="list-style-type: none"> Documentation required under Letters of Credit (LC) per the Uniform Customs Procedure 600 and the Bangko Sentral ng Pilipinas (BSP) Manual Documentation and procedures required at Free-Trade Zones (FTZ), licensed warehouses, and bonded warehouses Documentation and procedures required at International Commercial Terms (INCOTERMS), the International Air Transport Association (IATA), and the International Federation of Freight Forwarders Associations (FIATA) Goods and internal taxes per the Harmonized Commodity Description and Coding System (HS) and the National Internal Revenue Code (NIRC) Trade compliance National Single Window (NSW) administration 	<ul style="list-style-type: none"> INCOTERMS, IATA, and FIATA standards Transport documents for international shipping International trade transactions and types of LC Export packing and packaging labeling for international transportation Cost of air and sea freight based on transportation terms Roles of customs and basic export procedures Duties and taxes on imported goods Containerization 	<ul style="list-style-type: none"> Integrated logistics solutions Negotiation Market practices and emerging trends in shipping documentation requirements 		

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Import and Export Documentation Administration

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application	<ul style="list-style-type: none"> Carry out verification of documentation details Identify correct documentation Follow organizational guidelines to resolve unclear and contradictory details Carry out proper and prompt filing of import and export documentation Carry out documentation without omissions and errors 	<ul style="list-style-type: none"> Interpret requirements of INCOTERMS, IATA, and FIATA Support the preparation of LC and other modes of payment checklists Apply analysis on INCOTERMS to determine the cost, risk, and customs clearance required Support the declaration of correct permit types on NSW according to requirements Checking of documents for errors and discrepancies Rectification of discrepancies between checklists and documentation Determine the correct tariff heading and rate of duty of internal taxes 	<ul style="list-style-type: none"> Analyze cargo documentation process effectiveness based on strict adherence to INCOTERMS, IATA, and FIATA standards Deploy work procedures in accordance to safety guidelines Organize documentation for the processing of cargo insurance Implement proper declaration of permits based on different requirements Implement appropriate terms of sales between international buyers and sellers Recommend suitable export packing and packaging labeling for international transportation 	<ul style="list-style-type: none"> Facilitate discussions on documentation terms in case of disputes and/or discrepancies Review the impact of changing INCOTERMS, IATA, and FIATA standards in cargo documentation Develop solutions in response to changing INCOTERMS, IATA, and FIATA standards in cargo documentation Develop methods to improve cargo documentation processes based on strict adherence to INCOTERMS, IATA, and FIATA standards 		

The information contained in this document serves as a guide.

Freight Insurance Administration

Perform freight insurance documentation covered for goods during shipment, including cargo insurance purchased directly from shippers or third-party insurers.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-FFO-2009-1.1	SCL-FFO-3009-1.1	SCL-FFO-4009-1.1		
FSC Proficiency Description		Perform freight insurance administration	Analyze the different types of insurance for specific shipments based on potential liabilities of freight forwarders and carriers in the event of loss or damage of goods being transported	Review and assign the appropriate freight insurance based on business requirements		
Underpinning Knowledge		<ul style="list-style-type: none"> Procedures and key documents in claim settlements Freight insurance coverage Time management 	<ul style="list-style-type: none"> Standard Trading Conditions (STC) Types of insurance policies for import and export shipments Insurance coverage for different types of prevailing freight insurance in adherence to the Mercantile Law and the International Commercial Terms' (INCOTERMS) latest version Liabilities associated with different types of shipments Application of risk management measures 	<ul style="list-style-type: none"> International insurance management Assignments of insurance policies and renewals Risk management procedures in freight forwarding 		
Skills Application		<ul style="list-style-type: none"> Prepare the documentation for freight insurance administration Perform document proofing for freight insurance administration Answering of claim enquiries within the stipulated time 	<ul style="list-style-type: none"> Analyze the coverage required for different types of shipments Identify the types of insurance policies for shipments with insights into claim processes Identify liabilities of freight forwarders and carriers in the event of loss or damage of goods being transported Implement risk prevention and mitigation measures in insurance policy assignment proposals Coordinate with insurance companies on claim settlements 	<ul style="list-style-type: none"> Evaluate and select shipment insurance based on liabilities of freight forwarders and carriers in the event of loss or damage of goods being transported Develop risk prevention and mitigation measures in insurance policy assignments 		

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Freight and Cargo Claim Administration

Perform claim documentation and procedures, including the filing and monitoring of claims and claim resolution.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-FFO-2010-1.1	SCL-FFO-3010-1.1	SCL-FFO-4010-1.1		
FSC Proficiency Description		Support claim administration procedures	Implement claim assessment procedures and maintain claim transaction records	Develop assessment and operating procedures for claim administration		
Underpinning Knowledge		<ul style="list-style-type: none"> Procedures and key documents in claim settlements 	<ul style="list-style-type: none"> Customer claim assessments Freight and cargo shipping terms Financial accounting application 	<ul style="list-style-type: none"> Procedures for monitoring payment and handling overdue payments Performance metrics on claim administration, such as percentage of claims processed on time Claim administration due diligence processes Claim administration effectiveness assessments Customer feedback systems Emerging trends and technology in claim administration 		
Skills Application		<ul style="list-style-type: none"> Perform documentation and procedures to process valid claims Support in document proofing to process valid claims Perform documentation and procedures to process and track invalid claims 	<ul style="list-style-type: none"> Analyze claims filed with respect to freight and cargo shipping terms and ensure completeness Identify claim amount payable Implement the organization's Standard Operating Procedures (SOP) for claim administration Maintain accurate and up-to-date records of claims made Maintain accurate and up-to-date records of invalid claims made 	<ul style="list-style-type: none"> Develop the organization's SOP for claim administration Develop control procedures for claim administration to ensure that due diligence is performed Monitor transactions to ensure the accuracy and timeliness of claim resolution Review claim handling systems Investigate payment discrepancies Review feedback from staff and customers regarding systems and procedures Develop new methods and systems for improving claim administration processes 		

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International Trade Legislation Compliance

Identify all aspects of international trade processes and international trade laws and agreements for regulatory compliance.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-FFO-2011-1.1	SCL-FFO-3011-1.1	SCL-FFO-4011-1.1	SCL-FFO-5011-1.1	
FSC Proficiency Description		Interpret elements of international trade processes and international trade laws and agreements for regulatory compliance	Implement and maintain internal Standard Operating Procedures (SOP) to ensure regulatory compliance	Review international trade processes to detect non-compliance and develop rectification and preventive measures to ensure regulatory compliance	Formulate and drive internal SOP according to international trade legislation to facilitate compliance to government regulatory requirements and legislations	
Underpinning Knowledge		<ul style="list-style-type: none"> Common types of business calculations, such as customs duties and internal taxes Types of customs documentation required for different types of goods, transport methods, and transit routes Types of permits, such as inward permit, outward permit, and transshipment permit Overview of International Commercial Terms' (INCOTERMS) latest version Philippine Customs and National Single Window (NSW) 	<ul style="list-style-type: none"> INCOTERMS' latest version Licensing and record keeping documentation Product classification documentation Importer and exporter registrations and preferential trade programs Basis of international contract Usage of Bill of Lading (B/L) and Air Waybill (AWB) Types of Standard Trading Conditions (STC) and their interpretations 	<ul style="list-style-type: none"> Regulatory requirements for trade and customs compliance Audit and periodic reporting Risk assessments Rectification measures for trade non-compliance Up-to-date information on country-specific classification, license management, and screening guidelines 	<ul style="list-style-type: none"> INCOTERMS' latest version management Emerging trends in international trade management International trade laws Internal control programs, including compliance manuals and job aids 	

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International Trade Legislation Compliance

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none"> Interpret the importance and uses of INCOTERMS Prepare data entry for submission of customs clearance and other documentation Prepare permit declarations on the NSW 	<ul style="list-style-type: none"> Analyze the steps and rationale of import and export processes Implement STC, trade tariffs, quota, and Free Trade Agreements (FTAs) to identify documentation required for international trade legislation compliance Implement internal SOP in international trade processes to ensure compliance Obtain and verify product classification rulings from the Tariff Commission, for value and Rules of Origin (ROO) from the Bureau of Customs, and perform other clerical reviews for certain transactions, subject to export control rules Maintain documentation and submission of any required import or export license requests to specific country authorities to obtain import or export approvals Maintain the application of permits via the NSW Prepare B/L and AWB in accordance to shipper's and buyer's requirements 	<ul style="list-style-type: none"> Review international trade processes according to compliance review measures formulated to detect non-compliance to internal SOP Review processes for retention of import or export-related documents, such as product classification reports and classification declaration Assess potential risks and challenges in trade compliance and develop rectification measures with relevant stakeholders Manage all incidents of non-compliance and suspected non-compliance with trade compliance laws, regulations, or internal SOP, including escalation to key stakeholders Facilitate update changes to country-specific classification, license management, and screening guidelines when changes are introduced 	<ul style="list-style-type: none"> Formulate compliance strategies with internal stakeholders to achieve acceptable levels of compliance rates Formulate internal SOP according to international trade legislations to facilitate compliance to government regulatory requirements and legislations Formulate compliance review measures to enhance compliance rates to internal SOP, and government regulatory requirements and legislations Liaise with external stakeholders (customs and trade authorities) to discuss and negotiate company specific trade or customs compliance issues Drive compliance and maintain trade licenses to carry out trade in specific regions 	

Pricing for Cargo Services and Operations

Apply knowledge in cargo rating together with understanding the needs of shippers and consignees for developing reliable and affordable transportation solutions.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-FFO-2012-1.1	SCL-FFO-3012-1.1	SCL-FFO-4012-1.1	SCL-FFO-5012-1.1	
FSC Proficiency Description		Perform documentation of cargo pricing	Implement cargo rating principles to calculate cargo rates to meet shippers and consignees' needs	Develop a reliable and affordable transportation solution to meet shipper and consignees' needs	Formulate cargo pricing strategies and coach employees on the variations in rating principles and state	
Underpinning Knowledge		<ul style="list-style-type: none"> Concept of Philippine and international cargo pricing models Concept of cargo services and operations Procedures and key data required in cargo pricing documentation 	<ul style="list-style-type: none"> Market trends in cargo pricing Market monitoring tools Cargo handling and delivery operations planning 	<ul style="list-style-type: none"> Application of cargo rating principles and currency regulations, conversion rates, rounding off procedures, and construction rates International Federation of Freight Forwarders Associations (FIATA) and International Air Transport Association (IATA) geography, The Air Cargo Tariff and Rules (TACT), OAG Cargo Guide, and other cargo manuals Mixed consignments rating Total distribution cost Creation and use of financial models 	<ul style="list-style-type: none"> Principles of cargo management Emerging trends of cargo pricing management to maximize profitability Cargo pricing strategies Cargo pricing performance metrics Cargo pricing model implementation strategies Sales and marketing strategy 	

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Pricing for Cargo Services and Operations

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none"> Prepare documentation of cargo services and operations pricing Perform data collection of market prices 	<ul style="list-style-type: none"> Analyze shippers and consignees' needs Analyze prevalent market prices Implement cargo rating models to advise shippers and consignees on shipment charges 	<ul style="list-style-type: none"> Develop and maintain cargo pricing models that can be rapidly applied during sales and business development efforts to affiliate with new customers Develop tactical cargo rates to meet shippers and consignees' needs, and to ensure market competitiveness Develop unpublished rates with advanced construction and combination principles Calculate rates and charges for mixed consignments, Unit Load Devices (ULDs), and complete Air Waybill (AWB) Review new market developments, and suggest related measures and other approaches to ensure pricing is competitive Develop cargo handling and delivery operations plans in compliance to rating principles as well as operator variations Develop reliable and affordable transportation systems using cargo rating principles to fulfill needs of shippers and consignees Review pricing effectiveness according to key performance metrics 	<ul style="list-style-type: none"> Evaluate cargo capacity trends and apply insights to influence pricing strategies Evaluate market trends and fluctuations and apply insights to influence pricing strategies to maximize profitability Coach employees on variations in rating principles and operator variations Formulate and drive cargo pricing strategies Devise performance metrics aligned to sales and marketing strategies Evaluate pricing model effectiveness according to key performance metrics Lead the implementation of pricing models that are appropriate to changing market conditions 	

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Business Continuity Management

Manage plans to establish processes and procedures so as to minimize interruptions to critical business functions and to re-establish full functionality to the organization at the soonest possible time.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-BMA-3003-1.1	SCL-BMA-4003-1.1	SCL-BMA-5003-1.1	
FSC Proficiency Description			Maintain the organization's business continuity plans to ensure continued performance of essential functions	Facilitate the development of specific risk mitigation strategies for critical business operations	Formulate strategies and guidelines for the development and implementation of business continuity plans	
Underpinning Knowledge			<ul style="list-style-type: none"> Techniques in infrastructure maintenance Know-how in communicating with other stakeholders Business continuity frameworks ISO 22301- Business Continuity Management Systems (latest version) 	<ul style="list-style-type: none"> Address business recoveries Industry recovery practices Regulatory policies on restrictions placed on business 	<ul style="list-style-type: none"> Laws governing business Techniques in prioritizing critical business functions Enterprise risk management 	
Skills Application			<ul style="list-style-type: none"> Implement business continuity plans for critical business operations Perform the maintenance of infrastructure to ensure the smooth operation of critical business functions Collaborate with co-workers to ensure understanding of one's own responsibilities during the execution of business continuity plans Analyze business continuity plans to ensure understanding of scope of engagement 	<ul style="list-style-type: none"> Review critical business operations for the development of specific risk mitigation strategies Develop business continuity plans for each critical business operation ensuring an appropriate layer of defense required by business Conduct periodic reviews of business continuity plans to ensure that it is current and effective Facilitate the implementation of business continuity plans 	<ul style="list-style-type: none"> Lead the development of business continuity plans to ensure the continued performance of essential functions under a broad range of circumstances Drive the implementation of internal controls to ensure the effective execution of business continuity plans Establish guidelines for the formulation of risk mitigation strategies for critical business operations Initiate a proactive identification of risks to business continuity pertaining to the future direction of the business 	

Abbreviations:
 ISO-International Organization for Standardization

The information contained in this document serves as a guide.

Business Negotiation

Manage end to end business negotiations, decide whether and how to engage as well as to translate defining processes and procedures in order to support business requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SCM-3007-1.1	SCL-SCM-4007-1.1	SCL-SCM-5007-1.1	
FSC Proficiency Description			Maintain business relationships through high quality deliveries and existing business management	Develop existing business partnerships through building good rapport and developing trust by delivering on promises	Cultivate trust in business partnerships to ensure successful negotiations and long-term business relationships	
Underpinning Knowledge			<ul style="list-style-type: none">• Negotiation processes• Tactics of negotiation• Communication skills• Listening skills• Problem analysis• Ethics	<ul style="list-style-type: none">• Effective communication techniques• Interpersonal skills• Emotional intelligence management• Cost-benefit impact analysis	<ul style="list-style-type: none">• Negotiation strategies• Dynamic negotiations• Decision-making• Emotional control	
Skills Application			<ul style="list-style-type: none">• Maintain positive negotiation relationships• Determine and analyze issues and interests of each party• Implement negotiated terms to show reliability and ethics	<ul style="list-style-type: none">• Facilitate negotiations, read nonverbal and verbal cues, and know when to speak and when to listen• Develop outcomes to achieve through understanding the history of relationships, areas of agreement and common goals• Develop a collaborative atmosphere during negotiations to reach win-win solutions	<ul style="list-style-type: none">• Lead and act decisively during negotiations• Devise negotiation processes, show patience, persuade others, and maintain positive atmosphere during difficult negotiations• Drive towards building trusting environments during and after negotiations	

Change Management

Manage people, processes, tools, and techniques to help the organization make successful transitions, resulting in the adoption and realization of changes.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-BMA-3002-1.1	SCL-BMA-4002-1.1	SCL-BMA-5002-1.1	
FSC Proficiency Description			Execute processes required for smooth gradual transitions of change management	Facilitate the development, implementation, and conformance of change management	Lead the implementation of processes to ensure minimal disruption of business operations during the transition period of change management	
Underpinning Knowledge			<ul style="list-style-type: none">• Methods in collaborations with different stakeholders• Communication skills• Analysis techniques used for interpreting requirements	<ul style="list-style-type: none">• Resource forecasting techniques• Techniques to determine effect of planned changes• Understanding of changes in business climate• Communication management• Change management cycle	<ul style="list-style-type: none">• Techniques to project business growth areas• Understand people impact of change management• Existing technologies capable of effecting changes• Change management communication effectiveness	
Skills Application			<ul style="list-style-type: none">• Analyze requirements for the successful implementation of changes• Implement processes to ensure gradual transitions towards end-state• Collaborate with co-workers to ensure understanding of own responsibilities when carrying changes• Adapt processes to appropriately conform to requirements of changes	<ul style="list-style-type: none">• Develop processes for the implementation of changes considering change cycles and stages• Review requirements necessitated by changes and facilitate achievement of requirements• Adapt parameters for the safe implementation of changes• Review change progress to ensure alignment with strategic direction of the business and management	<ul style="list-style-type: none">• Formulate strategies to reduce disruptions to business operations during the transition period• Drive the use of technology to aid in the transition effort for a more streamlined and efficient business• Lead the engagement effort with different stakeholders to ensure understanding of responsibilities involved in changes• Initiate post-mortem analysis of issues arising from shortfalls in processes during the implementation of changes	

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 with different stakeholders.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-SCM-1004-1.1	SCL-SCM-2004-1.1	SCL-SCM-3004-1.1	SCL-SCM-4004-1.1	SCL-SCM-5004-1.1	SCL-SCM-6004-1.1
FSC Proficiency Description	Follow guidelines to provide effective customer service	Enhance customer service provision through interpreting and acting on feedback	Collaborate with stakeholders to service customers	Develop customer relationships through the analysis of customer data	Drive the development and sustainment of customer relationships through the application of service innovations to meet needs and requirements	Synergize customer needs and requirements with the organization capabilities to provide services
Underpinning Knowledge	<ul style="list-style-type: none">Types of triggers in service environmentTypes of service challengesCustomer needs and expectationsPrinciples of effective communicationOrganizational requirements and procedures for handling customers and service deliveryTechniques to assess customer needs	<ul style="list-style-type: none">Methods to escalate areas of improvement to enhance customer experienceMethods to tailor customer experienceCustomer feedback channelsMethods of customer needs analysis	<ul style="list-style-type: none">Types of service opportunitiesTypes of post-sales follow-upsTypes of service performance gapsService quality tools	<ul style="list-style-type: none">Basic understanding of buying behaviors and buying decision-making processesCustomer Relationship ManagementProject Lifecycle Relationship ManagementPrinciples of effective customer relationshipsCustomer satisfaction metricsCustomer relationship management tools administrationConcepts of key customers, marketing and sales support, and customer serviceMethods to innovate products and/or services	<ul style="list-style-type: none">Intermediate understanding of buying behaviors and buying decision-making processesBudget setting and managementService Innovation FrameworksMethods for communicating service quality and customer satisfaction performance to stakeholders	<ul style="list-style-type: none">Advanced understanding of buying behaviors and buying decision-making processesStrategies to establish value-creating partnershipsProcess, infrastructure, and resource requirements for service operations
Skills Application	<ul style="list-style-type: none">Identify triggers/factors in service environment that may lead to potential service challengesApply service recovery procedures to respond to service challengesFollow organizational processes and procedures to provide prompt and quality customer serviceIdentify customer needs and expectationsIdentify urgent customer needs through assessmentsCarry out measures to address urgent customer needsCarry out the collection of customer feedbackIdentify areas of improvement per customer feedbackIdentify challenges that require escalation	<ul style="list-style-type: none">Support the collection of information from various sources relevant to identifying customer needs and expectationsSupport the creation of positive customer experience by offering customized and personalized services	<ul style="list-style-type: none">Collaborate with customers to provide post-sales follow-upsAnalyze gaps between actual service performance and the organization's service standardsAnalyze service performance levels for effectiveness of actions takenMaintain customer rapport to build customer confidenceDeploy service quality improvement tools to improve logistics delivery processes	<ul style="list-style-type: none">Review the analysis derived from various sources to establish customer needs and expectationsDevelop customer account management frameworks to measure and evaluate customer satisfactionFacilitate dialogue sessions with customersAdapt processes to measure and manage customer satisfaction and feedbackDevelop customer service plans to support customersFacilitate innovation of product or service offerings to respond to customer needs and expectations	<ul style="list-style-type: none">Devise strategies to meet customer requirements and expectations based on sales and customer management knowledgeLead budgeting and regulatory processes, ensuring consistent frameworks used to formulate and optimize business solutionsFormulate service innovation frameworksDrive a culture that promotes service innovationsDevise service quality and customer satisfaction performance against benchmarking criteria and key performance indicatorsGuide discussions on service quality and customer satisfaction with stakeholders	Transform discussions of potential opportunities into actionable future plans with customers Cultivate value-creating partnerships with customers Synergize customer and organization advocacies Forecast future customer needs and requirements Transform forecasts into actionable resourcing plans to meet customer needs

The information contained in this document serves as a guide.

Data and Statistical Analytics

Identify data sets for the application of statistical techniques to analyze and interpret large complex data to uncover trends or patterns in order to locate and define new process improvement opportunities.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-SCM-1004-1.1	SCL-SCM-2004-1.1	SCL-SCM-3004-1.1	SCL-SCM-4004-1.1	SCL-SCM-5004-1.1	SCL-SCM-6004-1.1
FSC Proficiency Description	Follow guidelines to provide effective customer service	Enhance customer service provision through interpreting and acting on feedback	Collaborate with stakeholders to service customers	Develop customer relationships through the analysis of customer data	Drive the development and sustainment of customer relationships through the application of service innovations to meet needs and requirements	Synergize customer needs and requirements with the organization capabilities to provide services
Underpinning Knowledge	<ul style="list-style-type: none">Types of triggers in service environmentTypes of service challengesCustomer needs and expectationsPrinciples of effective communicationOrganizational requirements and procedures for handling customers and service deliveryTechniques to assess customer needs	<ul style="list-style-type: none">Methods to escalate areas of improvement to enhance customer experienceMethods to tailor customer experienceCustomer feedback channelsMethods of customer needs analysis	<ul style="list-style-type: none">Types of service opportunitiesTypes of post-sales follow-upsTypes of service performance gapsService quality tools	<ul style="list-style-type: none">Basic understanding of buying behaviors and buying decision-making processesCustomer Relationship ManagementProject Lifecycle Relationship ManagementPrinciples of effective customer relationshipsCustomer satisfaction metricsCustomer relationship management tools administrationConcepts of key customers, marketing and sales support, and customer serviceMethods to innovate products and/or services	<ul style="list-style-type: none">Intermediate understanding of buying behaviors and buying decision-making processesBudget setting and managementService Innovation FrameworksMethods for communicating service quality and customer satisfaction performance to stakeholders	<ul style="list-style-type: none">Advanced understanding of buying behaviors and buying decision-making processesStrategies to establish value-creating partnershipsProcess, infrastructure, and resource requirements for service operations

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Abbreviations:
R (modeling software)-A language and environment for statistical computing and graphics

Data and Statistical Analytics

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application	<ul style="list-style-type: none">Identify triggers/factors in service environment that may lead to potential service challengesApply service recovery procedures to respond to service challengesFollow organizational processes and procedures to provide prompt and quality customer serviceIdentify customer needs and expectationsIdentify urgent customer needs through assessmentsCarry out measures to address urgent customer needsCarry out the collection of customer feedbackIdentify areas of improvement per customer feedbackIdentify challenges that require escalation	<ul style="list-style-type: none">Support the collection of information from various sources relevant to identifying customer needs and expectationsSupport the creation of positive customer experience by offering customized and personalized services	<ul style="list-style-type: none">Collaborate with customers to provide post-sales follow-upsAnalyze gaps between actual service performance and the organization's service standardsAnalyze service performance levels for effectiveness of actions takenMaintain customer rapport to build customer confidenceDeploy service quality improvement tools to improve logistics delivery processes	<ul style="list-style-type: none">Review the analysis derived from various sources to establish customer needs and expectationsDevelop customer account management frameworks to measure and evaluate customer satisfactionFacilitate dialogue sessions with customersAdapt processes to measure and manage customer satisfaction and feedbackDevelop customer service plans to support customersFacilitate innovation of product or service offerings to respond to customer needs and expectations	<ul style="list-style-type: none">Devise strategies to meet customer requirements and expectations based on sales and customer management knowledgeLead budgeting and regulatory processes, ensuring consistent frameworks used to formulate and optimize business solutionsFormulate service innovation frameworksDrive a culture that promotes service innovationsDevise service quality and customer satisfaction performance against benchmarking criteria and key performance indicatorsGuide discussions on service quality and customer satisfaction with stakeholders	<ul style="list-style-type: none">Transform discussions of potential opportunities into actionable future plans with customersCultivate value-creating partnerships with customersSynergize customer and organization advocaciesForecast future customer needs and requirementsTransform forecasts into actionable resourcing plans to meet customer needs

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Financial Management

Manage the organization's short-term and long-term financial needs. This involves reviewing the organization's financial risk position and refining the finance and financial risk philosophy of the organization.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-BMA-3006-1.1	SCL-BMA-4006-1.1	SCL-BMA-5006-1.1	
FSC Proficiency Description			Maintain day-to-day operations of the organization's financial performance and financial risk management	Facilitate management of the organization's financial performance and financial risk management	Lead management of the organization's short-term and long-term financial performance and financial risk management philosophy	
Underpinning Knowledge			<ul style="list-style-type: none">Financial analysisFinancial risk analysisInternal controlsCompliance of financial records with corporate requirements and local statutory requirements	<ul style="list-style-type: none">Finance managementConcept of budgeting and its considerations	<ul style="list-style-type: none">Concept of budgeting and its considerations based on internal and external factors	
Skills Application			<ul style="list-style-type: none">Maintain the organization's financial management processes and systemsAnalyze short-term and long-term financial implications of the organization to facilitate making of business decisionsImplement risk measures of the organization	<ul style="list-style-type: none">Develop short-term financial needs and financial priorities based on the organization's financial performance and needsFacilitate the organization's financial management processes and systems in compliance with corporate requirements, local statutory requirements, and industry statutory requirementsFacilitate financial strategies to improve the organization's financial performanceDevelop risk measures to be in line with the organization's short-term and long-term financial priorities	<ul style="list-style-type: none">Formulate short-term and long-term financial priorities based on the organization's financial performance and needsDrive the organization's financial management processes and systems in compliance with corporate requirements, local statutory requirements, and industry statutory requirementsDrive financial strategies to improve the organization's financial performance and ensure alignment with larger organizational strategiesFormulate finance and financial risk philosophy for the organizationDevise risk appetite of the organization in line with the organization's strategic objectives, and short-term and long-term financial priorities	

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Logistics Process Quality Management

Apply processes to align all components of business to quality requirements of the organization in order to maximize quality and reduction of waste.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-PIM-1002-1.1	SCL-PIM-2002-1.1	SCL-PIM-3002-1.1	SCL-PIM-4002-1.1	SCL-PIM-5002-1.1	
FSC Proficiency Description	Follow functions of quality control and quality assurance	Practice functions of quality control and quality assurance	Implement functions of quality control and quality assurance	Develop quality control and assurance measures using quality management knowledge to enhance quality standards and obtain international quality certifications	Formulate quality management strategies to involve stakeholders in addressing quality gaps	
Underpinning Knowledge	<ul style="list-style-type: none"> Application of ISO 9000-Quality Management Procedures Application of ISO 14000-Environmental Management Procedures 	<ul style="list-style-type: none"> Application of ISO 9000-Quality Management Procedures Application of ISO 14000-Environmental Management Procedures Application of business excellence procedures 	<ul style="list-style-type: none"> Application of ISO 9000-Quality Management Procedures Application of ISO 14000-Environmental Management Procedures Statistical analysis and techniques Application of business excellence procedures ISO 9001-Quality Management Systems (latest version) 	<ul style="list-style-type: none"> ISO 9000-Quality Management certification criteria ISO 14000-Environmental Management certification criteria Business excellence framework criteria Mitigation plans to resolve lapses in quality management processes 	<ul style="list-style-type: none"> ISO 9000-Quality Management concepts ISO 14000-Environmental Management concepts Adoption of business excellence framework in management strategies 	
Skills Application	<ul style="list-style-type: none"> Describe the functions of quality control and quality assurance Articulate environmental management procedures 	<ul style="list-style-type: none"> Demonstrate the functions of quality control and quality assurance Perform procedures for quality control and quality assurance Perform business excellence procedures 	<ul style="list-style-type: none"> Implement quality management measures, which comprise quality operational policies, standards, and procedures to improve the quality of logistics services Analyze processes using statistical techniques to identify lapses in quality control Organize requirements for certification of international standards and achievement of Philippine Quality Award 	<ul style="list-style-type: none"> Develop measures and quality manuals using quality management knowledge to enhance quality standards Review quality operational policies, standards, and procedures to identify areas of improvement and minimize quality costs Review outcomes of quality assessments and develop mitigation procedures to close identified gaps Facilitate the certification of international standards and achievement of Philippine Quality Award 	<ul style="list-style-type: none"> Formulate standards for quality management systems with reference to quality standards Drive adherence to operational policies, standards, and procedures Devise operations performance pledges using quality management knowledge Formulate strategies to involve stakeholders in addressing gaps 	

Abbreviations:
R (modeling software)-A language and environment for statistical computing and graphics

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Risk Management and Administration

Identify, assess, and prioritize risks and apply resources to mitigate risks and the impact of incidents

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-BMA-1001-1.1	SCL-BMA-2001-1.1	SCL-BMA-3001-1.1	SCL-BMA-4001-1.1	SCL-BMA-5001-1.1	SCL-BMA-6001-1.1
FSC Proficiency Description	Carry out the organization's risk management processes and identify risks in compliance to internal policies, operational processes, and applying ISO standards	Apply the organization's risk management processes and identify risks in compliance to internal policies, operational processes, and ISO standards	Maintain the organization's risk management processes to ensure compliance to internal policies, ISO standards, and operational processes	Facilitate the organization's enterprise risk management frameworks to ensure internal control systems are in place for business as usual activities and for business continuity in times of incidents and crisis	Formulate the organization's enterprise risk management frameworks incorporating leading risk management practices to ensure internal control systems are in place for business-as-usual activities and for business continuity in times of incidents and crisis	Transform the organization's risk management frameworks, anticipate risks from the region and where the organization operates in, incorporate risk management practices to ensure internal control systems are constantly refreshed to reflect disruptors and to ensure business continuity
Underpinning Knowledge	<ul style="list-style-type: none"> ISO 31000– Risk Management Awareness 	<ul style="list-style-type: none"> ISO 31000– Risk Management (Principles and Guidelines) 	<ul style="list-style-type: none"> Risk management policies Internal risk controls Code of Practice on Occupational Safety and Health (OSH) Risk Management 	<ul style="list-style-type: none"> Enterprise risk management frameworks for logistics Enterprise risk analysis Excel modeling skills Economic risk factors for logistics sector and hierarchy of risk controls 	<ul style="list-style-type: none"> Logistics risk management frameworks and market leading transnational risk management practices Risk assessment and business impact modeling 	<ul style="list-style-type: none"> Logistics risk management frameworks and market leading global risk management practices Business risk impact analysis and strategies

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Risk Management and Administration

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application	<ul style="list-style-type: none">Follow risk controls of logistics sector as prescribed in the organization's internal risk policiesCarry out daily risk assessment checks and flag instances, even if it is near risk accidents, where risks are present in compliance to internal risk processes and escalation hierarchy	<ul style="list-style-type: none">Support the implementation of the organization's risk management processesApply risk assessment knowledge to conduct checks and flag instances where risks are identified in compliance to internal risk processes and escalation hierarchyApply principles and guidelines of risk management, alongside internal risk processes	<ul style="list-style-type: none">Implement the organization's risk management frameworks and policiesPerform standard and established risk management and compliance administrative activitiesImplement changes in compliance and regulatory requirements regularly to proactively manage risk impact on compliance operationsMaintain the organization's risk management systemsPerform health and safety risk assessment checks	<ul style="list-style-type: none">Develop enterprise risk management frameworks for the organizationDevelop risk mitigation plansDevelop internal control systems to ensure business continuity in times of incidents and crisisReview incident and crisis management plans regularly to reduce gapsReview risk factors that impact and disrupt the organization's operations, finance and efficiencyReview changes in compliance and regulatory requirements regularly to proactively manage risk impact on operationsReview the organization's risk management systems on an ongoing basis	<ul style="list-style-type: none">Formulate enterprise risk management frameworks for the organization, incorporating leading risk management practices and taking into account unique factors of the logistics sector, such as personal risk factors and cultureDrive the adoption of risk mitigation plans throughout the organizationDrive the use of internal control systems to ensure business continuity in times of incidents and crisisDrive change in compliance and regulatory requirements to proactively manage risk impact on compliance operationsFormulate the organization's risk management systems and allocate resources to drive effectiveness	<ul style="list-style-type: none">Cultivate culture of risk management in the organization, set parameters of enterprise risk appetite, risk tolerance and the organization's risk management philosophyTransform risk management frameworks for the organization, incorporating leading risk management practices, taking into account unique factors of logistics sector, and shaping the organization's strategies to incorporate risk elementsTransform risk mitigation plans to proactively evaluate risk factors and to anticipate disaster scenarios that have trade impact, disrupt the organization's operations, recovery, and efficiencyEvaluate global, political, technological, and social trends that impact the organization and in markets and sectors of operation, ongoing reviews of risk tolerance and risk management frameworks to keep relevant, and to provide value creation opportunities

Stakeholder Management

Monitor and maintain constructive relationships with stakeholders by influencing their expectations appropriately to help a business move toward its stated goals.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SCM-3006-1.1	SCL-SCM-4006-1.1	SCL-SCM-5006-1.1	
FSC Proficiency Description			Maintain existing relationships that create partnerships and ensure better communication with stakeholders	Develop relationships that create trust and partnerships to drive existing engagement with stakeholders	Cultivate relationships that create trust, long-term partnerships, collaborations, and drive engagement with stakeholders	
Underpinning Knowledge			<ul style="list-style-type: none">Communication skillsConflict managementProject coordinationTime management	<ul style="list-style-type: none">Communication management for different target audienceConflict resolutionProject managementCultural awareness	<ul style="list-style-type: none">Change managementInter-cultural change management methodsDispute resolutionInfluencing skillsCost-benefit analysis	
Skills Application			<ul style="list-style-type: none">Implement intended messages that are easily understood to achieve desired responsesMaintain processes that encourage cultural sensitivity and conflict managementImplement communication plans to ensure that stakeholders are constantly kept informed	<ul style="list-style-type: none">Facilitate networking opportunities to build relationshipsDevelop plans for early engagement to allow time for buy-ins and consultation with stakeholdersDrive relationship processes and communication plans to ensure that stakeholders are constantly kept informed	<ul style="list-style-type: none">Lead in building relationships that engender trust and seek out networking opportunitiesFormulate proactive processes that encourage cultural sensitivityInitiate early engagement to allow time for buy-ins and consultation with stakeholdersFormulate optimal working relationships and communication plans to ensure that stakeholders are constantly kept informed	

Warehousing or Cargo-related OSH Management

Manage warehouse or cargo-related OSH objectives and targets in compliance to regulatory requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-OSH-2001-1.1	SCL-OSH-3001-1.1	SCL-OSH-4001-1.1	SCL-OSH-5001-1.1	
FSC Proficiency Description		Support measures for OSH performance that are aligned to the organization's strategies and regulatory requirements	Implement measures for OSH performance that are aligned to the organization's strategies and regulatory requirements	Develop measures for OSH performance that are aligned to the organization's strategies and regulatory requirements	Drive improvements in OSH measures that are aligned to the organization's strategies and regulatory requirements	
Underpinning Knowledge		<ul style="list-style-type: none">Principles of warehouse hazardsPrinciples of the OSH ActSafety educationSafety signs and symbolsSafety aids and equipmentDocumentation of safety and health proceduresIncident reporting forms	<ul style="list-style-type: none">Warehouse hazards and risk controlsOSH ActPrinciples of OSH performance indicatorsOSH systemsPrinciples of OSH legal requirements and good practicesOHSAS 18001–Occupational Health and Safety Management (latest version)Principles of Container depot operationsOSH system audit	<ul style="list-style-type: none">Interpretation methods of performance indicators for OSH strategiesOSH performance monitoringTechniques to interpret OSH dataEmergency preparedness and response plansMethods for monitoring risk control measuresOSH legal requirements and good practices	<ul style="list-style-type: none">Performance indicators to measure OSH complianceImplementation of emergency preparedness and response plansOSH reporting systemsData analytics for OSH measures	

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Warehousing or Cargo-related OSH Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none">Support checks on work areas, safety signage, safety devices and equipment in accordance to OSH requirementsApply checks to relevant organizational information to support the development of OSH policiesSupport the implementation of programmes to ensure safety equipment is identified, available, and maintainedImprove on incident reporting forms in order for the organization to provide preventative notificationsSupport the verification of OSH complianceSupport the implementation of OSH-related documentation across operational processes	<ul style="list-style-type: none">Maintain and monitor OSH hazards by conducting checks on work areas, safety signage, and safety devices and equipmentImplement OSH performance monitoring plans in accordance with organizational requirementsImplement objectives of the organization's OSH strategies in accordance with legal requirements and organizational proceduresMaintain data collection and reporting for monitoring implementation and evaluation of non-compliance measuresImplement OSH-related documentation across operational processesCollaborate with operations to facilitate OSH inspections, implementation, and evaluation of corrective measuresDeploy forms for incident reporting in order for the organization to provide preventative notificationsImplement minimum requirements of OHSAS 18001, standards aligned to internationally recognized best practicesDeploy safety approaches on warehouse or cargo operations based on Principles of Container Depot OperationsAnalyze results of OSH system audits to enhance safety and health measures	<ul style="list-style-type: none">Monitor the closure of corrective and preventive actions with reference to identified OSH performance indicatorsDevelop organizational policies aligned to organizational OSH directions in consultation with relevant stakeholdersDevelop OSH performance monitoring plans for OSH performance data collection and analysis in accordance with regulatory and other requirementsReview and establish emergency preparedness and response plans in accordance with regulatory requirementsReview OSH data and reporting for monitoring implementation and evaluation of non-compliance measuresInspect OSH-related documentation across operational processesDevelop assessment criteria to evaluate risk exposureFacilitate discussions with operations for OSH inspections, implementation, and evaluation of corrective measuresDevelop forms for incident reporting in order for the organization to take corrective actions and provide preventative notifications	<ul style="list-style-type: none">Lead OSH strategies in accordance with the organizational audit proceduresLead the implementation of emergency preparedness and response plansDrive strategies to increase compliance from data collectedGuide employees on documentation design focus areas across operational processesLead discussions with operations for OSH inspections, implementation, and evaluation of corrective measuresInitiate the closure of corrective and preventive actions with reference to identified OSH performance indicatorsLead the development of reporting by using suitable OSH systemsDevise preventative strategies from data analysis and incident reporting	

Abbreviations:
OSHAS-Occupational Health and Safety Assessment Series

The information contained in this document serves as a guide.

IT Supply Chain / Logistics Solution Analyst / IT Supply Chain / Logistics Operations Analyst

Occupation: IT Logistics and Supply Chain Technology Specialist

The IT Supply Chain/Logistics Solution Analyst/IT Supply Chain/Logistics Operations Analyst 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/she is required to manage complex IT projects and analyze system and infrastructure integration plans. He/She 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	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	Integrate new enabled IT processes and systems across functions	
		Implement integrated IT solutions through cost-benefit analysis to serve complex customer needs	
	Perform Technology Application and Integration Tasks	Gather information on reputable sources and partners of latest technology trends	
		Review latest technology trends for application to logistics business	
		Facilitate key activities and milestones in technology projects	
		Adapt latest technology to support team operations improvement activities	
		Facilitate Electronic Data Interchange (EDI) procedures with relevant parties, such as Warehouse Management System (WMS) connection with customers or e-filing with customs	
		Recommend areas of logistics operations where use of Electronic Data Interchange (EDI) procedures can improve ease of information exchanges	
		Facilitate different aspects of project management based on priorities and needs	
	Perform Program Management Tasks	Develop integrated project plans that include scope and resources required	
		Develop projects to meet cost and benefit targets of a program	
	Perform Business Administration Tasks	Work with allocated resources to ensure alignment of interests within business activities	
		Optimize use of allocated resources within business activities	
		Apply operational policies, standards and procedures	
		Evaluate risk factors that impact efficiency	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Autonomous Logistics Design and Application	Level 3	Communication	Intermediate
	Contract/Vendor Management	Level 3	Problem Solving	Intermediate
	Enterprise Database System Administration	Level 4	Customer Orientation	Intermediate
	Information Technology and Network Security	Level 4	Collaboration	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 Modeling	Level 3		
	Risk Management Administration	Level 2		
	Stakeholder Management	Level 3		
	Technology Application	Level 4		
	Technology Infrastructure Management and Integration	Level 4		

Abbreviation:
IT-Information Technology

The information contained in this document serves as a guide.

IT Supply Chain Logistics Engineer / IT Supply Chain Logistics Specialist / IT Business Re-engineering Specialist

Occupation: IT Logistics and Supply Chain Process Improvement Specialist

The IT Supply Chain Logistics Engineer/IT Supply Chain Logistics Specialist/IT Business Process Re-engineering Specialist is responsible for using analytical and quantitative methods to carry out business process reengineering. He/She is responsible for analyzing performance, identifying problems, and developing proposals and recommendations, e.g. digitalization/automation to enhance logistics planning and operations, to streamline operations, improve efficiency to achieve cost savings.

Analytical and logical, he/she is required to identify areas for improvement and perform complex operations research and analytics. He/She 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	Review business process improvement solutions to determine effectiveness	
		Analyze the costs and benefits of the current business processes within warehouse operations	
		Propose better ways to approach problems through synthesizing and reorganizing the problem information	
		Analyze risks associated with different approaches of process changes	
		Propose business process improvements through workflow analysis methods to support system developments throughout project life cycle	
		Implement knowledge management system	
		Facilitate adherence to quality procedures	
	Perform Logistics Solutioning Tasks	Propose ways to eliminate gaps and weaknesses in supply chain operations	
		Develop plans to implement innovative logistics solutions	
		Develop non-established supply chain operations for customers	
		Recommend innovative logistics solutions that address customer needs	
	Perform Technology Application and Integration Tasks	Review latest technology trends for application to logistics business	
		Facilitate key activities and milestones in technology projects	
		Adapt latest technology to support team operations improvement activities	
		Develop technology solutions and automations to improve processes	
	Perform Business Administration Tasks	Manage stakeholders to monitor completion of requirements and activities	
		Recommend allocation of resources across different business activities	
		Align resources management (manpower and asset) strategies with business strategies across different business activities	
		Propose operational policies, standards and procedures	
		Develop alternatives to enhance operational policies, standards, and procedures	
		Supervise teams at work	
		Facilitate team/departmental projects	

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IT Supply Chain Logistics Engineer / IT Supply Chain Logistics Specialist / IT Business Re-engineering Specialist

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Automation Design	Level 4	Communication	Intermediate
	Autonomous Logistics Design and Application	Level 4	Problem Solving	Intermediate
	Business Process Reengineering	Level 4	Customer Orientation	Intermediate
	Cloud Computing Application	Level 4	Transdisciplinary Thinking	Intermediate
	Data and Statistical Analytics	Level 4	Collaboration	Intermediate
	Financial Management	Level 4		
	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 Optimization	Level 4		
	Risk Management and Administration	Level 2		
	Stakeholder Management	Level 4		
	Supply Chain Solutioning/Modeling/Planning/Strategizing	Level 4		

The information contained in this document serves as a guide.

IT Supply Chain and Logistics Solutions Manager / IT Supply Chain and Logistics Program Manager / IT Business Process Re-engineering Manager

Occupation: IT Logistics and Supply Chain Manager

The IT Supply Chain and Logistics Solutions Manager/IT Supply Chain and Logistics Program Manager/IT Business Process Re-engineering Manager is responsible for managing business development processes and implementing logistics IT business solutions for customers, including managing post implementation optimization. He/She is also responsible for managing IT solutioning business resources, including manpower, internal assets, and external vendors.

Resourceful and analytical, he/she is required to manage resources and obtain buy-in from internal and external stakeholders. He/She 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	Influence stakeholders' perspectives of requirements and activities
		Develop measures to improve vendor management capability in the organization
		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 and disaster recovery plans
	Drive IT Technical Operations	Integrate new enabled IT processes and systems across functions
		Align organizational IT resilience strategies with customer experience strategies
		Manage network security of IT enabled processes and systems
		Manage integrated IT solutions through cost-benefit analysis to serve complex customer needs
		Review customers' IT enterprise architectures to further improve system integration
	Drive IT Account Management Operations	Develop new businesses enabled by IT
		Influence customers to identify new businesses that can be enabled by IT
		Influence key accounts' needs to maximize IT solutioning revenue generation
		Drive market needs for IT solutions to increase market share
	Drive Program Management Activities	Lead team/departmental projects
		Influence department heads to achieve desired results
		Review different aspects of project management based on priorities and needs
		Develop strategic project plans to align projects with business strategy
		Review projects to meet cost and benefit targets of a program
		Evaluate programs to influence bottom line of organization
	Drive Technology Application and Integration Activities	Influence key account managers to identify new businesses and grow relationships that assist in revenue generation in multiple verticals
		Determine key messages to communicate to internal stakeholders for application of latest technology trends
		Drive organizational 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

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Abbreviation:
IT-Information Technology

IT Supply Chain and Logistics Solutions Manager /
IT Supply Chain and Logistics Program Manager /
IT Business Process Re-engineering Manager

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Business Continuity Management	Level 4	Communication	Advanced
	Business Development	Level 5	Developing People	Advanced
	Business Process Reengineering	Level 5	Building Inclusivity	Advanced
	Change Management	Level 5	Problem Solving	Advanced
	Cloud Computing Application	Level 5	Self-Management	Advanced
	E-Logistics IT Solutioning	Level 5		
	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		

Logistics Solutions 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.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3001-1.1	SCL-SPM-4001-1.1	SCL-SPM-5001-1.1	
FSC Proficiency Description			Implements steps to identify and stay up-to-date on customer needs	Develop sales proposals based on customer needs to build strong customer relationships	Drive development of business plans/ proposals to provide solutions and services to customers	
Underpinning Knowledge			<ul style="list-style-type: none">Techniques for developing, maintaining and getting updated on knowledge of organization's products and/or servicesProspecting techniquesNetworking techniquesCommunication techniquesCustomer acquisition and customer retention	<ul style="list-style-type: none">Customer managementCompetitive analysisSales objectivesSales strategiesSetting out business case to customersProposal developmentFactors impacting domestic sales plans	<ul style="list-style-type: none">Factors impacting transnational sales plansSystem thinkingNegotiation techniquesFinancial Management Acumen	
Skills Application			<ul style="list-style-type: none">Identify customer needs through prospecting and networkingIdentify people and organizations who are potential customers through probing skillsAnalyze potential customers' interests in particular products and/or services to determine needsMaintain clear and comprehensive picture of customers' current and future needs	<ul style="list-style-type: none">Review sales performance via key performance metricsFacilitate further communication with customers identified as sales leadsDevelop strong customer relationshipsDevelop competitor array for competitive analysisDevelop sales presentations and proposals clearly to outline solutions addressing customers' needs and concerns	<ul style="list-style-type: none">Drive improvement of solutions using system thinking tools to resolve issues affecting achievement of desired goals and outcomesLead negotiation by establishing guidelines to achieve desired outcomesGuide organizational strategic direction into sales and marketing strategic direction to support achievement of organizational strategic objectivesDrive contract negotiation with customers and stakeholders	

Logistics Solutions Marketing

Plan, implement, and control business activities to conduct buying and selling of product offerings or services between buyers and sellers of logistics services.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3002-1.1	SCL-SPM-4002-1.1	SCL-SPM-5002-1.1	
FSC Proficiency Description			Analyze market to provide primary information required to plan marketing strategies	Develop marketing strategies based on market research to increase outreach to buyers and sellers	Drive implementation of marketing strategies to achieve buying and selling of product offerings or services between buyers and sellers	
Underpinning Knowledge			<ul style="list-style-type: none">Marketing conceptsMarketing environment scanning/market researchConsumer behaviourMarket segmentation, targeting, and positioningPricing productsMarketing channelsIntegrated marketing communications	<ul style="list-style-type: none">Market developments in logistics sectorOrganization's abilities to respond to new and available market opportunitiesCompetitor analysisMarketing campaign metricsCustomer acquisition and retention	<ul style="list-style-type: none">Project (products and services) costingBudget creation and managementMarketing campaign executionChallenges of marketingStrategic pricingImpact of external factors on organization's marketing strategies	
Skills Application			<ul style="list-style-type: none">Analyze market penetration for specified productsAnalyze consumer and business market segmentationImplement steps for market segmentation and targetingMaintain product pricing documentationOrganize marketing channels for execution of marketing plansDeploy implementation plans to support marketing campaigns	<ul style="list-style-type: none">Review competitor activities and market trends to determine potential opportunities and threats to organizationDevelop acquisition and retention programs to increase customer baseDevelop implementation plans for marketing campaigns to achieve objectivesFormulate methods and measurements for monitoring and evaluation of marketing campaignsDevelop actionable marketing strategies and programs that encompass customer needs	<ul style="list-style-type: none">Develop business activities budget in accordance with project specifications and organization's costing policiesFormulate allocation of resources within budget meansDrive execution of marketing campaignsDevise effectiveness evaluation of marketing campaignsInitiate refinements to marketing campaigns to enhance effectivenessLead recommendations on improvements of activities based on evaluation	

The information contained in this document serves as a guide.

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 organization and customers when designing logistics solutions.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3003-1.1	SCL-SPM-4003-1.1	SCL-SPM-5003-1.1	
FSC Proficiency Description			Analyze customer's needs through ongoing engagement to develop preliminary solutions through assessing issues today and to break it down into bite-size implementable solutions	Develop solutions by breaking down complex issues and taking customers through a process, constantly engaging them to design end-to-end solutions	Drive solutions by making customers the focal point of design, breaking down issues to address each unmet need and to drive growth and profitability	
Underpinning Knowledge			<ul style="list-style-type: none">Critical thinkingDesign thinking to improve organizational performancePresentation techniquesPrototyping methodsUser testing methods	<ul style="list-style-type: none">Strategic design thinkingUser research methodsReframing insights methodsIdeation and storyboarding techniquesConcept mapping or matrix techniquesLean Management System	<ul style="list-style-type: none">Stakeholder analysisProject managementSystems thinkingChange management	
Skills Application			<ul style="list-style-type: none">Analyze and solve complex challenges through processes of structured design thinkingCollaborate with others to look for new approaches to find solutions and identify customers' real issuesAnalyze and look beyond customers' articulated needs through constant engagement	<ul style="list-style-type: none">Develop methodologies to gain further insights into customer issues and needsDevelop insights about problems, unmet needs and organizational landscape using ethnography and similar methods such as journey mappingFacilitate discussion of adoption of new solutionsDevelop strong network of collaborative partners and stakeholders to contribute to various points of innovation value chain	<ul style="list-style-type: none">Devise plans and solution blueprint to understand strategic intent and landscape of customers and their underlying needsDrive ideation to pollinate new and old ideas, which translate into solutionsInitiate and leverage on customer relationships to gain access and nail down real needs beyond what they might have initially statedLead discussion and change process to roll out implementation solution for customersFormulate strategic partnerships and collaborations with customers to develop and scale innovation capabilitiesLead repeatable ideation steps with customers to help them identify other issues in organization and to provide solutions to drive overall growth and profitability	

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Material Flow Modeling

Analyze the inflow and outflow of material, substance, or product flows across different industrial sectors or within ecosystems to achieve optimization.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3004-1.1	SCL-SPM-4004-1.1	SCL-SPM-5004-1.1	
FSC Proficiency Description			Analyze current end-to-end flow of material with respect to current and future business needs	Develop models to optimize material flow based on conclusions drawn from gap analysis	Evaluate models to optimize material flow to ensure alignment to business objectives	
Underpinning Knowledge			<ul style="list-style-type: none">Process improvement techniques and toolsEnd-to-end material flow processesIndustry best practices for material flowStatistical analysis techniquesFuture business needs projection techniquesConcept of Demand and Supply modeling	<ul style="list-style-type: none">Process improvement approachesPerformance metrics for material flowModeling techniques and methodologiesTechniques of capacity planningMarket trends in material flow optimization	<ul style="list-style-type: none">Process improvement frameworksEmerging trends in material flow optimizationStrategies of capacity planningStrategies of material flow management	
Skills Application			<ul style="list-style-type: none">Project future business needsAnalyze gaps of current end-to-end material flow with respect to key performance indicators, current industry best practices and future demandImplement material flow improvement plans	<ul style="list-style-type: none">Develop appropriate performance indicators for material flowDevelop material flow optimization plans to close identified gapsSimulate material flow optimization plans with models	<ul style="list-style-type: none">Formulate priorities in measuring key performance of supply chain processesEvaluate proposed material flow models by business impact, ensure marketing competitiveness and meeting future customer needsDrive implementation of material flow optimization models	

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Supply Chain Solutioning / Modeling / Planning / Strategizing

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.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3005-1.1	SCL-SPM-4005-1.1	SCL-SPM-5005-1.1	
FSC Proficiency Description			Analyze current supply chain operating models with respect to changing customer needs and satisfaction, improve inventory management, delivery time, and cost saving	Develop models to optimize supply chain operating models based on conclusions drawn from analysis	Formulate supply chain operations optimization plans to ensure alignment to business objectives	
Underpinning Knowledge			<ul style="list-style-type: none">Process improvement techniques and toolsSupply chain operation elementsKey performance metrics of supply chain systems such as flow time and utilization rates to measure efficiencyIndustry best practices for supply chain operationsFuture business needs projection techniques	<ul style="list-style-type: none">Process improvement approachesSupply chain process improvement industry trendsSupply chain managementInterdependency and variability in supply chainModeling techniques and methodologies for supply chain such as order fulfillments, inventory models, and warehouse processesSimulation software	<ul style="list-style-type: none">Process improvement frameworksSupply chain optimization strategiesEmerging trends in supply chain management	
Skills Application			<ul style="list-style-type: none">Project future demand for supply chain operationsCollaborate with critical supply chain stakeholders to analyze gaps of current supply chain operating models with respect to key performance indicators, current industry best practices and future demandImplement supply chain optimization plans	<ul style="list-style-type: none">Develop appropriate performance indicators for supply chain operation managementDevelop optimization plans for supply chain operating models to close identified gaps, taking into account customer needsSimulate optimization plans for supply chain operation with models such as conducting experiments with different parameters in terms of order quantity and lead time for inventory modelsAdopt integrated solution approaches to manage supply chain	<ul style="list-style-type: none">Formulate priorities in measuring key performance of supply chain operation managementFormulate supply chain operation strategies to meet customer needsEvaluate proposed supply chain operating models by business impact, ensure marketing competitiveness and meeting future customer needsDrive implementation of supply chain operation optimization models	

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Material Management (Planning, Sourcing, Use, Disposal)

Establish plans, organization procedures, and controls of flow of materials from the point of origin to the point of consumption and disposal.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3006-1.1	SCL-SPM-4006-1.1	SCL-SPM-5006-1.1	
FSC Proficiency Description			Implement material management plans on daily basis with regards to schedules, manpower, and quality	Develop plans, schedules and controls to manage flow of materials	Formulate material management strategies to meet customers' and stakeholders' requirements	
Underpinning Knowledge			<ul style="list-style-type: none">Processes and techniques to plan, schedule and control flow of materialsPhysical inventory management techniques and toolsMaterials identification tools (Master Data Management)Classification of materials and respective handling proceduresInformation Technology (IT) application for developing Bill of Materials (BOM) and setting up inventory itemsProper methods of disposal for different types of materials	<ul style="list-style-type: none">Material management frameworksInventory management concepts such as minimize inventory costs and achieve optimum inventory levelTechniques of capacity planning	<ul style="list-style-type: none">Emerging trends of material management industry such as 3D printing in the logistics sectorMaterial management optimization strategies	
Skills Application			<ul style="list-style-type: none">Implement material identification procedures and respective handling proceduresImplement material handling systems to ensure right materials and right quantity are transported from point of origin to point of consumption and disposalImplement IT applications for setting up inventory items and develop BOMAnalyze issues and concerns in material issues and receipts	<ul style="list-style-type: none">Develop material flow schedules, quality plans, budgets, communication and risk management plans to ensure right materials and right quantity are transported from point of origin to point of consumptionDevelop capacity plans to support flow and storage of materialsReview viability and effectiveness of managerial management proceduresFacilitate assessments of inventory accuracy and evaluate opportunities to improve accuracy	<ul style="list-style-type: none">Formulate material management strategies to ensure material flow, storage and services from point of origin to point of consumptionDrive management of emerging industry trends such as 3D printing in the logistics sector through human resource management by recruiting employees with the right skills and training employees to prepare for future needs	

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Logistics Solution Product / Project Management

Manage activities to meet project requirements and translate to plans that deliver on-time, on-budget learning, and integration that organizations need.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3007-1.1	SCL-SPM-4007-1.1	SCL-SPM-5007-1.1	
FSC Proficiency Description			Implement project schedules, quality plans, budgets, communication, and risk management plans in project management	Develop and facilitate project schedules, quality plans, budgets, communication, and risk management plans	Formulate project parameters to fit within supply chain strategies of customers and stakeholders	
Underpinning Knowledge			<ul style="list-style-type: none">Logistics solution product/project management conceptsProgram-level requirements and resource management techniquesTime management approaches	<ul style="list-style-type: none">Logistics solution product/project management approachProject management techniques and tools such as Work Breakdown Structure (WBS), Responsibility Assignment Matrix, Gantt chart, Project Evaluation and Review Technique (PERT)Earned Value approachProject audit frameworksProject communication plans	<ul style="list-style-type: none">Logistics solution product/project management strategiesProject management and implementation strategiesCurrent industry-accepted protocols for quality management and risk management	
Skills Application			<ul style="list-style-type: none">Analyze project requirements and milestonesImplement project schedules, quality, communication and risk plans in day-to-day project management	<ul style="list-style-type: none">Develop and facilitate project schedules, quality plans, budgets, and communication plansOversee implementation of program on regular basis with regards to schedules, budget, manpower, and qualityReview different aspects of project management to achieve the desired results such as cost or benefit targets)Measure project progress and cost controlDevelop project risk management processes	<ul style="list-style-type: none">Lead delivery of key outcomes within teams or departmental projectsProvide strategic guidance to tailor programs to business needs and prioritiesFormulate project parameters according to customers and stakeholders' requirementsFormulate risk handling strategies	

The information contained in this document serves as a guide.

Retail Logistics Administration

Manage and administer modern distribution systems, create movement plans, manage availability of infrastructure in order to ensure profitability is maximized by the logistics systems.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3008-1.1	SCL-SPM-4008-1.1	SCL-SPM-5008-1.1	
FSC Proficiency Description			Implement retail logistics distribution systems, movement plans and capacity plans	Facilitate development of retail logistics management systems	Forecast retail logistics management strategies to meet business requirements while elevating business profitability	
Underpinning Knowledge			<ul style="list-style-type: none">Physical distribution management techniques and toolsRetail logistics management techniques and toolsInventory management techniques and toolsTransportation management techniques and toolsWarehouse management techniques and toolsNetwork optimization techniques and tools	<ul style="list-style-type: none">Retail logistics management approachesInventory management approachesTransportation management approachesWarehouse management approachesNetwork optimization approachesQuick response systemsCapacity planning approaches	<ul style="list-style-type: none">Retail logistics management strategiesCurrent retail issues, changes and trends in retail logistics sectorTechniques to project retail logistics demandCapacity planning strategiesE-commerce retail technologies	
Skills Application			<ul style="list-style-type: none">Implement retail logistics distribution systems, movement plans and capacity plansAnalyze physical flow of merchandise and develop information flow needed between suppliers and retailersAnalyze capacity of distribution systemsAnalyze completion of requirements and activities	<ul style="list-style-type: none">Develop route network optimization models (with principles of quick response systems)Develop capacity changing plans to ensure flexibility and timing or size of expansionsReview retail logistics outcomes through key performance metrics	<ul style="list-style-type: none">Formulate future retail logistics service demand and capacity load of distribution networksEvaluate major international distribution channel strategiesFormulate capacity changing strategies with respect to capacity flexibility and timing or size of expansionsDrive distribution network optimization	

Event Logistics Administration

Manage and administer activities through deployment and withdrawal of resources according to schedule to ensure efficient supply of customers to the product and the supply of facilities to and from event sites.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3009-1.1	SCL-SPM-4009-1.1	SCL-SPM-5009-1.1	
FSC Proficiency Description			Implement event logistics plans to ensure efficient supply of customer to the product and the supply of facilities to and from event sites	Facilitate the development of efficient retail logistics management systems	Formulate event logistics management strategies to meet business requirements while elevating business profitability	
Underpinning Knowledge			<ul style="list-style-type: none">Essential techniques and tools for event logistics managementKnowledge management tools to coordinate the information of event logisticsTime management tools	<ul style="list-style-type: none">Event Framework (i.e. vision, goals and objectives, destination or site selection, promotion, participants or attendees, agenda, budget, timeline, food, and beverage, transportation, staffing)Event logistics operation and planningIT applications for events logistics and operations planningBusiness contingency management approachesVendor or supplier selection processes	<ul style="list-style-type: none">Event management strategies (especially for mega events, roadshows, and meetings)Business contingency management frameworksEmerging trends in event logistics management	

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Event Logistics Administration

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none">Collaborate with relevant stakeholders to manage equipment, product and overall logistics for eventsOrganize acquisition, shipment and installation of materials or specialized equipment for eventsCollaborate with relevant stakeholders to create, manage and communicate customer outreach campaign procedures, oversee customer nominations and invitees tracking and reporting, along with organizing and communicating necessary updates to the events team	<ul style="list-style-type: none">Develop and facilitate event logistics management plans from acquisition shipment and installation of materials or specialized equipment for eventsDevelop onsite operations plans (flow of event and setup schedule)Develop necessary contingency plans and process controls to ensure the right acquisition shipment and installation of specialized equipment for eventsFacilitate positive and productive working relationships with vendors related to achieving necessary job duties on time and with utmost attention to detail and excellence including communicating expectations, evaluating proposals, and negotiating agreements to ensure the project stay within budget and on deadlineReview event logistics management outcomes through key performance metrics	<ul style="list-style-type: none">Lead and forecast emerging trends in event logisticsFormulate strategies to ensure market competitiveness which includes acquiring new event logistics management systems, recruiting, and training employees to ensure that they possess future skills requiredFormulate and evaluate major event logistics management strategies to elevate business profitabilityFormulate risk management strategies with respect to event logistics to and from event sitesFormulate key performance metrics to analyze outcome of event logistics managementDrive logistics network optimization to ensure timely supply of facilities, equipment and materials for events	

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.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3010-1.1	SCL-SPM-4010-1.1	SCL-SPM-5010-1.1	
FSC Proficiency Description			Implement engineering installation processes	Develop engineering installation designs based on systematic design approach	Formulate systematic approach to design engineering installation plans	
Underpinning Knowledge			<ul style="list-style-type: none">Techniques and tools in the installation and assembly of engineering productsPerformance assessment of engineering installation processesTroubleshooting of engineering installation processes	<ul style="list-style-type: none">Engineering installation design techniques, tools, and principles involved in the production of technical plans, blueprints, drawings, and modelsComputer-aided drafting and design (CAD) softwareTypes of design solutions	<ul style="list-style-type: none">Engineering installation design approachesComponents of technical performanceDesign codes of practice and design principles	
Skills Application			<ul style="list-style-type: none">Implement engineering installation plans and quality control measures to assemble productsMaintain the performance of engineering installation processesImplement troubleshooting and necessary modifications to ensure functional use	<ul style="list-style-type: none">Develop engineering installation designs using systematic design approach to meet business requirementsDevelop build plans for the installation of engineering productsDevelop quality control measures for installation designsReview and refine designs of proposed engineering installation processes with key stakeholdersReview the outcomes of engineering installation plans in accordance with key performance metrics and functional requirements	<ul style="list-style-type: none">Formulate a systematic approach to design engineering installation plansFormulate scope of technical designLead project teams to design engineering plans, finalize designs, cost estimates and provide maintenance support for product installationsFormulate key performance metrics to determine performance of engineering installation processes using formulated approachesDevise the best engineering installation design for endorsement by stakeholders	

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.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3011-1.1	SCL-SPM-4011-1.1	SCL-SPM-5011-1.1	
FSC Proficiency Description			Analyze areas of existing operations for improvement and identify appropriate technology to automate inefficient operations	Review and refine proposed technology and automation for implementation	Formulate business process improvement strategies through automation	
Underpinning Knowledge			<ul style="list-style-type: none">Warehouse automation technology available in the industry such as Radio-frequency identification (RFID) technology and robotic warehouse systemTransport automation technology available in the industry such as autonomous vehicles and dronesStatistical analysis techniquesTechniques and tools for automation technology integration	<ul style="list-style-type: none">Best practices and approaches for automation technology integrationAutomation technology integration plansDesign of automation processesImpact analysis on automation technology integration	<ul style="list-style-type: none">Emerging trends in automation technology such as 3D printing and Internet of Things (IoT)Risk management strategies for automation technology implementation	
Skills Application			<ul style="list-style-type: none">Analyze areas in logistics operations where automation can replace inefficient processesIdentify automation technology that can improve or replace inefficient processesImplement test methodologies on selected automation technology to determine suitabilityImplement automation plansMaintain the performance of automation	<ul style="list-style-type: none">Review business impact of adopting identified technology to automate business processesAdapt design of proposed automation technology to suit business requirements of existing operationsDevelop implementation plans to implement automation technology in existing operationsReview outcomes of integration plans in accordance with key performance metricsDevelop risk management procedures to ensure business continuity and disaster recovery	<ul style="list-style-type: none">Formulate business process improvement strategies through automationLead and present the validating strategies for management's approvalDrive and oversee automation plansFormulate key performance metrics for success measurementFormulate risk management protocols for process automation	

The information contained in this document serves as a guide.

Bulk Cargo Administration

Manage and administer transportation for unpacked commodity cargo (both liquid and dry) in large quantities.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3012-1.1	SCL-SPM-4012-1.1	SCL-SPM-5012-1.1	
FSC Proficiency Description			Implement bulk cargo transportation management plans	Facilitate the development of bulk cargo transportation management plans	Formulate bulk cargo strategies to meet business requirements while elevating business profitability	
Underpinning Knowledge			<ul style="list-style-type: none">Fundamental differences between dry bulk cargo ships, general purpose ships, liners and tankersBasic dimensions, design and construction details of cargo handling gearTerminology of measuring ships including dimensions, actual and pseudo tonnagesInformation contained in capacity, general arrangement and stowage plansCarrier classificationSafety Systems and EquipmentBills of Lading/ master airway billVoyage estimating/ routing matrix	<ul style="list-style-type: none">Bulk sector economicsRelative importance of major market centersFreight Market ReportsFreight Market IndicesTerminal and ship-side/carrier-side operations in bulk cargo transfersCargo lay-time and demurrage	<ul style="list-style-type: none">Bulk cargo management strategiesTechniques to project bulk cargo demandCapacity planning strategiesImpact of external factors on market practicesDispute resolution	
Skills Application			<ul style="list-style-type: none">Organize documents for pack and bulk shipmentsMaintain fulfillment of Contract of Affreightment (COA) obligationsMaintain cargo operationsImplement chartering process for bulk cargo shipment	<ul style="list-style-type: none">Facilitate appointment of vessel and cargo surveyors relating to shipmentReview market reports to predict market movements or trendsDevelop strategies to handle bulk cargo transfersDevelop detailed plans for entire cargo cycle	<ul style="list-style-type: none">Formulate future bulk cargo demand to determine capacity load of distribution networksDrive new markets, new customers and new business opportunitiesDrive dispute resolution arising from bulk cargo operations and chartering	

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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.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-SPM-3013-1.1	SCL-SPM-4011-1.1	SCL-SPM-5011-1.1	
FSC Proficiency Description			Analyze areas of existing operations for improvement and identify models of autonomous machines to improve existing operations	Review and refine proposed technology and automation for implementation	Formulate business process improvement strategies through automation	
Underpinning Knowledge			<ul style="list-style-type: none">Types of autonomous machines in the marketStatistical analysis techniquesTechniques and tools for automation technology integrationMaintenance and troubleshooting for autonomous machines	<ul style="list-style-type: none">Best practices and approaches for automation technology integrationAutomation technology integration plansDesign of automation processesImpact analysis on automation technology integration	<ul style="list-style-type: none">Emerging trends in automation technology such as 3D printing and Internet of Things (IoT)Risk management strategies for automation technology implementation	
Skills Application			<ul style="list-style-type: none">Analyze areas in logistics operations where autonomous machines can replace inefficient processesAnalyze and identify models of autonomous machines that can improve or replace inefficient processesImplement test methodologies on autonomous machines selectedImplement integration plans for autonomous machines into existing operationsMaintain the performance of autonomous machines	<ul style="list-style-type: none">Review business impact of adopting identified autonomous machinesAdapt the design of proposed autonomous machine to suit business requirements of existing operationsDesign simulation environments to exercise computer test modelsDevelop implementation plans to integrate autonomous machines into existing operationsReview the outcomes of integration plans in accordance with key performance metricsDevelop risk management procedures to ensure business continuity and disaster recovery	<ul style="list-style-type: none">Formulate business strategy proposal in the adoption of autonomous machines to improve existing operationsLead and present validating strategies for management's approvalDrive and oversee implementation plansFormulate key performance metrics for success measurementFormulate risk management protocols in the integration of autonomous machines into existing operations	

The information contained in this document serves as a guide.

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 chain.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-TMA-3001-1.1	SCL-TMA-4001-1.1	SCL-TMA-5001-1.1	
FSC Proficiency Description			Implement new technology infrastructures for integration into existing operations and analyze performance outcomes	Develop new technology infrastructures for integration into existing operations	Drive integration of new technology infrastructures into existing business operations and lead selection of new technologies for implementation	
Underpinning Knowledge			<ul style="list-style-type: none">Elements of technology infrastructures such as hardware, servers and systemsLocal Area Networks (LANs) and Wide Area Networks (WANs)Market trends in business improvement technology productsFeatures and capabilities of technologiesSecurity knowledge when monitoring user access	<ul style="list-style-type: none">Technology infrastructure integration frameworksInteraction among application packages, databases, and middleware systemsNew technologies requirements for system integrationIT security management frameworksIndustry standards and IT blueprints for performance and interoperabilit	<ul style="list-style-type: none">Technology infrastructure managementTechnology infrastructure experience such as virtualization, networking and directory servicesGovernment regulations on IT infrastructuresIT security strategiesNetwork managementData center and support or IT infrastructure managementTechnology roadmap development	

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Abbreviation:
IT-Information Technology

Technology Infrastructure Management and Integration

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none">Analyze areas for improvement in technology infrastructuresAnalyze new technologies for suitability of integration into existing technology infrastructuresAnalyze requirements for upgrades or changes through analysis of interoperability status of existing systems and applicationsImplement installations and configurations of infrastructures to meet business requirementsMaintain technology infrastructures and monitor performance and capacity on a daily basisImplement IT security control procedures to ensure compliance, including verifying user accounts against approved user access matrix for security access	<ul style="list-style-type: none">Review various products and vendors against system architecture requirements to determine the best IT solutionDevelop infrastructure plans to implement, configure and test integration of new technologies into existing technology infrastructuresReview capabilities and reliability of integration of new technologies into existing technology infrastructuresReview daily operations of technology infrastructures to ensure optimal use of system resourcesFacilitate periodic capacity planning and perform hardware and software upgrades of serversReview performance of IT security control procedures	<ul style="list-style-type: none">Evaluate and select relevant tools and techniques for development of application infrastructure componentsLead development and integration of new technology infrastructuresDrive technology infrastructure integration plans across entire organization through generating buy-ins from critical stakeholdersPrioritize technology infrastructure deliverablesFormulate IT security control procedures to ensure protection against known and potential threats	

The information contained in this document serves as a guide.

Technology Application

Apply and integrate evaluated technologies into organization operations or processes to achieve desired outcomes.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-TMA-2002-1.1	SCL-TMA-3002-1.1	SCL-TMA-4002-1.1		
FSC Proficiency Description		Apply evaluated technologies in organization operations or processes	Implement evaluated technology application plans	Develop evaluated technology integration plans into existing organization operations or processes		
Underpinning Knowledge		<ul style="list-style-type: none">Operational technology applications such as Radio-frequency identification (RFID), Global Positioning System (GPS), Geographic Information System (GIS)Day-to-day operations support proceduresApplication administration such as user creation and sanction	<ul style="list-style-type: none">Technology integration using API tools such as Python, Simple Object Access Protocol (SOAP) and Asynchronous JavaScript and XML (AJAX)Technology integration approaches such as loosely-coupled approach and data first approachTechnology architecturesTechnology installation and troubleshooting methods	<ul style="list-style-type: none">Technology integration frameworksControl procedures for technology integrationRisk assessment methods and procedures to support business continuity and disaster recovery		
Skills Application		<ul style="list-style-type: none">Support technology implementation plansApply evaluated technologies in day-to-day operations or processesSupport applications of evaluated technologies with basic troubleshooting	<ul style="list-style-type: none">Implement evaluated technology integration plans to address business requirements, while adhering to risk management measures and standard control proceduresImplement performance diagnostics and troubleshootingImplement risk management measures for business continuity and disaster recoveryAnalyze areas for improvement in technology applications	<ul style="list-style-type: none">Develop evaluated technology implementation approaches, schedules, and integration toolsReview and monitor success of technology integration using key performance metricsDevelop and facilitate standard control procedures for risk management, business continuity, and disaster recoveryDevelop optimization plans to improve technology applications in business operations		

The information contained in this document serves as a guide.

Information Technology and Network Security

Manage organization's network and data security, ensuring an ongoing rigorous review of the organization's digital, cyber, and application security and IT network infrastructures, to ensure multiple layers of defenses to protect proprietary data from attack and the organization's reputation.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-TMA-3008-1.1	SCL-TMA-4008-1.1	SCL-TMA-5008-1.1	SCL-TMA-6008-1.1
FSC Proficiency Description			Analyze organization's information technology and network security systems to ensure normality in network behaviors	Review organization's information technology and network security systems to ensure network infrastructure stability and security, and analyze for abnormalities in network behaviors	Drive organization's information technology and network security systems and ensure network infrastructure and security stability reviews are performed in compliance with the standard processes, protocols and procedures	Transform organization's information technology and network security protocols, policies and procedures to ensure that security defense layers are constantly up to date with the latest security systems
Underpinning Knowledge			<ul style="list-style-type: none">• Network Device Management and Security• Application and Infrastructure security• System intrusion and computer forensic• Networks and the Internet of Things (IoT)• Security risk assessments of networks and systems	<ul style="list-style-type: none">• ISO 27001: [latest version], Information and Data Security• Data security and privacy based on Philippine laws• Network security (wire, wireless, and web) and forensics• Software and systems security• Information security management such as cyber threats, risk assessments, security policies, security planning, security organization and management, business continuity, incident responses, and critical infrastructure protection	<ul style="list-style-type: none">• Database modeling or Collective Intelligence and Social Networks• Data Mining or e-Strategic Management• Algorithm Analysis• Information Security Management• Legal aspects of Information Technology	<ul style="list-style-type: none">• Data Management and Analytics• Information Security and Trust• Information Systems and Management• Intelligent Systems and Decision Analytics• Software Systems

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Information Technology and Network Security

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none">• Analyze network systems to identify threats, abnormalities in system behaviors, and determine security risks in alignment to organization's security risk processes and guidelines• Implement codes to protect against network security threats• Analyze systems for threats considering both internal and external business security circumstances• Maintain network operational processes and procedures to ensure adequate risk safeguards and contingency plans are in place• Implement network security parameters required to support business requirements	<ul style="list-style-type: none">• Develop network security parameters to ensure network infrastructure stability and stability in network behaviors• Review network systems to pre-empt threats, abnormalities in system behaviors and define security risks factors and parameters in alignment to organization's security risk processes and guidelines• Develop codes to ensure that defenses and triggers such as secure failover are in place against attacks	<ul style="list-style-type: none">• Lead in reviewing current operational processes to ensure network risks and security safeguards are in place• Drive risk and security breach recovery plans to ensure multiple defense layers are in place according to the organization's network security parameters• Formulate network security parameters to ensure network infrastructure and security stability	<ul style="list-style-type: none">• Transform organization's network security protocols, policies, and procedures with the latest risk and security parameters• Influence key stakeholders to adopt leading and cutting edge network security platforms to allow the organization to embark on technology projects and to remain secure from internal and external security threats• Transform organization's network security processes and parameters that would enable it to succeed in its technology pursuits

Strategy Implementation

Evaluate the impact of critical business functions, conduct situational analysis and formulate, review, and refine business function strategies.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-BMA-3008-1.1	SCL-BMA-4008-1.1	SCL-BMA-5008-1.1	
FSC Proficiency Description			Analyze strategies for critical business functions to ensure plans are within risk mitigation factors	Evaluate strategies for critical business functions to ensure plans are realistic and reflect health of business	Lead strategy development for critical business functions that anticipate risks and its critical impact	
Underpinning Knowledge			<ul style="list-style-type: none">Business analysisFinancial analysisRisk assessment	<ul style="list-style-type: none">Situational analysisMarket analysisRisk managementResource management	<ul style="list-style-type: none">Financial managementEconomic behaviorIndustry analysisResource optimization	
Skills Application			<ul style="list-style-type: none">Analyze external market factors and health of critical business functionsAnalyze business situations and proposed refinements to business strategiesMaintain risk profiles of critical business functions	<ul style="list-style-type: none">Review critical business function strategies and market impactReview critical business function operations and refine plansDevelop critical business function strategies and evaluate risk impact based on internal factors and external conditions	<ul style="list-style-type: none">Drive business plans for critical business functions aligned to organization's short-term and long-term strategiesFormulate actionable and practical plans for critical business functionsFormulate critical business function strategies and to appropriately anticipate internal factors, external risks, and critical factors of business	

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Strategic Service Excellence

Establish strategies and operating principles to consistently meet and manage customer's expectations in order to support business requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				SCL-BMA-4011-1.1	SCL-BMA-5011-1.1	SCL-BMA-6011-1.1
FSC Proficiency Description				Facilitate client relationship management plans through long-term partnerships with business	Drive customer relationship management strategies through on-going alignment of meeting expectations of today and exceeding expectations through behavior predictions	Transform organization's customer management philosophy and strategies to customer behavior prediction strategies and create customer-focused mindset
Underpinning Knowledge				<ul style="list-style-type: none">Customer relationship management technologyCustomer service quality excellenceCustomer data management	<ul style="list-style-type: none">Customer relationship management strategiesManagement of high net worth customersCustomer prediction data management	<ul style="list-style-type: none">Customer acquisition strategiesCustomer managementCustomer retentionsCustomer behavior predictionsCustomer data analytics
Skills Application				<ul style="list-style-type: none">Facilitate organization's short-term customer relationship management plansDevelop customer acquisition methods that can be operationalizedReview customer data to pre-emptively push forward customer retention and acquisition	<ul style="list-style-type: none">Drive organization's client strategies that are in line with long-term organizational goalsDrive customer acquisitions through constant service excellenceLead use of customer analytics to forecast customer behavior predictions	<ul style="list-style-type: none">Transform organization's customer management philosophy and strategies with customer-focused culture and mindsetSynergize all aspects of customer acquisition and management to support organization growthTransform customer data management to predict customer behavior ahead of time and provide service beyond expectations

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Process Improvement and Optimization

Adopt process mining tools to discover critical processes and maximize these processes to achieve maximum efficiency in accordance with organization procedures.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-PIM-2003-1.1	SCL-PIM-3003-1.1	SCL-PIM-4003-1.1	SCL-PIM-5003-1.1	
FSC Proficiency Description		Support adoption of process improvement and optimization methods	Implement adoption of process improvement and optimization methods	Undertake development and refinement of plans for process improvement and optimization	Devise strategies for adoption of improvements and optimization of processes	
Underpinning Knowledge		<ul style="list-style-type: none"> Know-how in capturing required information Understand specific data collection requirements 	<ul style="list-style-type: none"> Methods in recording meaningful event logs Know-how in identification of trends in sets of data Methods in collaboration 	<ul style="list-style-type: none"> Techniques used for data mining Resource assessment and deployment methods Understand operation of data analytics tools for bespoke solutions 	<ul style="list-style-type: none"> Understand intricacies of available data analytics tools Techniques to project future areas for automaton Projection of skills and training required for adoption of changes 	
Skills Application		<ul style="list-style-type: none"> Capture of event logs for analysis purpose Apply specific data collection methods with defined requirements 	<ul style="list-style-type: none"> Maintain event logs of processes Analyze trends within dataset of event logs Identify possible automation solutions for repetitive tasks Collaborate with stakeholders to validate findings 	<ul style="list-style-type: none"> Develop plans for implementation of improvements and optimization of processes Review shortcomings and further refine processes Determine and deploy resources as required for enhancement of processes to be optimized 	<ul style="list-style-type: none"> Lead use of findings from data analytics to identify processes for automation Devise transformational initiatives to streamline business operations Formulate guidelines for process enhancement to achieve business optimization goals Initiate organization-wide reformation of processes to improve productivity 	

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Market Research

Establish procedures in gathering, analyzing, and interpreting information about markets, products, or services to be offered in a particular market and present findings to relevant stakeholders.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-SCM-2002-1.1	SCL-SCM-3002-1.1	SCL-SCM-4002-1.1	SCL-SCM-5002-1.1	
FSC Proficiency Description		Support collection of market data	Analyze market data to draw preliminary findings of markets, products, or services	Develop in-depth analysis of markets, products, or services for communication to stakeholders	Guide discussion on market research findings for action by organization	
Underpinning Knowledge		<ul style="list-style-type: none"> Market research methods Data collection methods Validation methods 	<ul style="list-style-type: none"> Role of marketing research Statistical modeling techniques Forecasting modeling techniques Research design Principles, strengths, and limitations in selection of analysis techniques used for data mining Market environment scanning methods Data collection methods Data mining techniques 	<ul style="list-style-type: none"> Current market trends and development Local market research trends Impact of societal, scientific, technological, and regulatory factors on local marketing strategies Marketing channels 	<ul style="list-style-type: none"> Transnational market research trends Impact of societal, scientific, technological, and regulatory factors on transnational marketing strategies Emerging market trends and development Communication research methods Critical success factors of marketing plans 	
Skills Application		<ul style="list-style-type: none"> Support market data collection process Interpret reliability and accuracy of data Support validation of data collected 	<ul style="list-style-type: none"> Organize relevant statistical or forecasting models for data analysis Implement research methods to collect market data Perform data analysis through selection of appropriate statistical methods when projecting findings Organize selection of target markets and needs derived from analysis Maintain ongoing research to ensure product offering is appropriate for the market 	<ul style="list-style-type: none"> Facilitate application of advanced statistical tools to achieve research objectives Review market data to predict trends, dynamics, and market movements Review market data collected to identify gaps and weaknesses Facilitate solutions to address weaknesses in analytics Facilitate identification of market potentials and trends Facilitate discussion of results in the form of hypotheses Conduct presentations in clear and concise manner for intended audience 	<ul style="list-style-type: none"> Formulate forecast of future market environment and trends from results of data analysis Lead discussions on preliminary steps to meet forecasted scenarios Formulate results-oriented plan utilizing results of data analysis Evaluate strategic options and risk factors of business opportunities to guide development of plans Initiate discussions with stakeholders on appropriate future plans Guide stakeholder's endorsement by evaluating implications of marketing plan strategies 	

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Logistics Operations Research and Planning

Adopt advanced quantitative methods to analyze, design, plan, and control logistics systems in order to support business requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-PIM-3001-1.1	SCL-PIM-4001-1.1	SCL-PIM-5001-1.1	
FSC Proficiency Description			Analyze current logistics operating model with respect to current and future business needs	Stimulate new models to optimize logistics operating models based on conclusions drawn from analysis	Evaluate models to optimize logistics operations to ensure alignment to business objectives	
Underpinning Knowledge			<ul style="list-style-type: none"> Physical logistics operations Industry best practices for logistics operations Network analysis using methods such as Dijkstra's Algorithm and Ford-Fulkerson's Algorithm Future business needs and trends projection techniques such as time series methods, linear regression, Holt's method, and decomposition method 	<ul style="list-style-type: none"> Logistics operations management approaches Process improvement approaches Network optimization methods Modeling techniques and methodologies such as transshipment and flow capacity modeling Techniques of capacity planning 	<ul style="list-style-type: none"> Logistics operations optimization strategies Emerging trends in logistics industry research such as autonomous fleet, big data and blockchain technology Process improvement framework Strategies of capacity planning 	
Skills Application			<ul style="list-style-type: none"> Project future demand for logistics services Analyze future logistics operations trends such as process structure, customer involvement, resource flexibility, and capital intensity Analyze gaps of current logistics operating model with respect to key performance indicators, current industry best practices and future demand 	<ul style="list-style-type: none"> Develop appropriate performance indicators for logistics operations management Design optimization plans for logistics operating models to close identified gaps Develop optimization plans for logistics operations with models 	<ul style="list-style-type: none"> Formulate priorities in measuring key performance of logistics operations management Formulate logistics operations strategies to meet customer needs Lead evaluation of proposed logistics operating models by measuring business impact, ensure marketing competitiveness and meet future customer needs Drive implementation of logistics operations optimization models 	

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Knowledge Management

Develop knowledge management systems to ensure that all systems supporting knowledge management work in an integrated fashion and are appropriately supported, analyzed, and developed to guarantee high and continuing level of efficiency benefit to the organization.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				SCL-TMA-4005-1.1		
FSC Proficiency Description				Enable implementation and oversee maintenance of knowledge management systems		
Underpinning Knowledge				<ul style="list-style-type: none"> Applications of data analytics software Techniques in evaluating infrastructural requirements 		
Skills Application				<ul style="list-style-type: none"> Review areas for possible implementation of data analytics solutions Develop integration plans for infrastructures required for implementation of knowledge management systems Review infrastructure requirements and processes to set up knowledge management systems Inspect maintenance of knowledge management systems to ensure smooth operations 		

The information contained in this document serves as a guide.

Business Process Re-engineering

Analyze business processes and workflows within the organization and identification of new approaches to completely redesign business activities or optimize performance, quality, and speed of services or processes. This includes the exploration of automating and streamlining processes, evaluation of associated costs and benefits of redesigning business processes, as well as the identification of the potential impact and the change management activities and resources required.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				SCL-TMA-4009-1.1	SCL-TMA-5009-1.1	
FSC Proficiency Description				Evaluate business processes and workflows, and develop a business process re-engineering (BPR) plan	Establish a business process re-engineering strategy, determining the processes to be re-engineered and significantly redefining process flows	
Underpinning Knowledge				<ul style="list-style-type: none">• Business process analysis and assessment• Business process plan development• Business process evaluation and workflow analysis• Strengths, weaknesses, opportunities, and threats (SWOT) analysis• Performance standard setting	<ul style="list-style-type: none">• Business case preparation• Business process re-engineering cycle• Business process creation and re-design• Change and transition management• Principles and techniques in the evaluation of processes	

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Business Process Re-engineering

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application				<ul style="list-style-type: none">• Evaluate business processes and perform a SWOT analysis of workflows in the organization• Evaluate suitability of alternative processes and solutions• Drive enhancements and modifications to existing processes, leveraging technology and industry best practices• Draft BPR strategy and plan, detailing action steps and impact on various business units and stakeholders• Detail performance standards for new processes based on BPR plan and goals• Lead implementation and roll-out of BPR strategy according to the plan, utilizing allocated resources• Monitor new processes to measure performance levels and impact	<ul style="list-style-type: none">• Prioritize processes based on boundaries, stakeholders and strategic importance of each process• Determine high priority processes to reengineer considering potential costs and gains to the business• Redefine process flows to yield significant organizational benefits• Establish a BPR strategy and plan, ensuring clarity of purpose and alignment with business strategy• Articulate key goals, objectives and performance indicators to assess success of re-engineered processes• Determine allocation of resources for implementation and process change management activities• Manage long-term, continuous refinement of internal business processes	

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Intellectual Property (IP) Management

Establish organizational IP goals, manage, and implement collation of IP materials to support IP reviews and registration processes.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-BMA-1005-1.1	SCL-BMA-2005-1.1	SCL-BMA-3005-1.1	SCL-TMA-4009-1.1		
FSC Proficiency Description	Carry out data collection for IP review and registration processes	Support the implementation of the system for IP review and registration processes	Implement systems for IP reviews and registration processes	Evaluate business processes and workflows, and develop a business process re-engineering (BPR) plan		
Underpinning Knowledge	<ul style="list-style-type: none">Data required for IP review and registration	<ul style="list-style-type: none">Specific requirements for IP review and registration processes	<ul style="list-style-type: none">IP registration criteriaKnowledge of registration deadlines and materials required	<ul style="list-style-type: none">Laws governing IP rightsIP registration processesFactors that determine ideal candidates for IP registrationExisting industry prevalent IP registrations		
Skills Application	<ul style="list-style-type: none">Follow requirements to collate data required for IP review and registration processes	<ul style="list-style-type: none">Apply techniques to ensure accuracy of information collected for IP review and registration processes	<ul style="list-style-type: none">Analyze IP reviews and registration criteriaCollaborate with stakeholders to ensure timely and accurate submission of required materials for IP reviews and registrations	<ul style="list-style-type: none">Develop objectives of IP review processes to facilitate registrations of IP rightsReview areas lacking IP rights protectionDevelop organizational IP review processesReview IP review submission systemsDevelop and refine submission procedures based on inputs from stakeholdersAdapt organizational IP review processes to changes in IP laws		

The information contained in this document serves as a guide.

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.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-TMA-3003-1.1	SCL-TMA-4003-1.1	SCL-TMA-5003-1.1	
FSC Proficiency Description			Implement system integration plans to allow transfer of data over the network so as to support business requirements	Develop system integration approaches and review system integration procedures	Formulate system integration strategies and formulate control measures	
Underpinning Knowledge			<ul style="list-style-type: none">System integration toolsSystem integration architectures and technologiesSoftware development, hardware fielding, system backupsUsage metering and billing model integration techniques and toolsStore procedures used for database integrationData extraction, transformation, and synchronizationLast mile delivery-eCommerce solution	<ul style="list-style-type: none">System integration approachesUsage of metering and billing model integration approachesRisk assessment methods and procedures in relation to database managementInformation security management methods and proceduresIT security control systems	<ul style="list-style-type: none">System integration frameworksUsage metering and billing integration frameworksRisk management strategies in relation to database managementInformation security management strategies for database managementIT security management strategiesLegal and regulatory issues for system integrationTechniques to project current and business needs	

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Integrated System Design and Application

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none">Implement system integration plans to address business requirements, while adhering to risk management measures and standard control proceduresImplement test methodologies for integration of databasesMaintain availability and performance of integrated systemsImplement performance diagnostics and troubleshootingAnalyze and prepare reports of usage metering and billingImplement risk management measures for business continuity and disaster recoveryImplement control procedures to ensure information and IT security	<ul style="list-style-type: none">Develop integration approaches and integration tools to address system integration requirementsFacilitate system development and implementation planning through assessments or development of system engineering management plans and system integration and test plansReview usage of integrated systems using key performance metricsReview of usage metering and billing integrationDevelop standard control procedures for risk management, business continuity and disaster recoveryDevelop control procedures to ensure information and IT security	<ul style="list-style-type: none">Lead assessments of current and future business requirementsDrive change and risk impact analyses between IT infrastructures and related databasesDrive system integration solutions to allow transfer of data over the networkFormulate key metrics and methods for monitoring usage of integrated systemsFormulate usage metering and billing models for integrated system designsFormulate business continuity plans and disaster recovery plansFormulate information security guidelines based on organization's information security frameworksGuide system engineering teams to ensure relevant legal and regulatory issues are adhered to during system integration	

Abbreviation:
IT-Information Technology

The information contained in this document serves as a guide.

Innovation Management

Manage decisions, activities, and practices that transit ideas to realization for the purpose of generating business value.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				SCL-BMA-4004-1.1	SCL-BMA-5004-1.1	
FSC Proficiency Description				Facilitate implementation of ideas that are implementable and generates business value	Lead in building culture of innovation to enhance business value	
Underpinning Knowledge				<ul style="list-style-type: none">Cost-benefit analysisValuation methodsKnowledge of existing industry practicesStakeholder management	<ul style="list-style-type: none">Market knowledge of future growth areasFinancial forecastingOrganization's budgeting processesStakeholder management	
Skills Application				<ul style="list-style-type: none">Deploy resources for implementation of ideasDevelop procedures for quick roll-out of ideas across entire organizationFacilitate engagement with external consultants to refine integration process of ideas	<ul style="list-style-type: none">Formulate strategies to encourage innovationDrive reduction of bureaucratic red tape to streamline business operationsInitiate reviews of cost for implementing innovationLead engagement with stakeholders to communicate importance of continued innovation to be ahead in industryBuild culture where innovation is the norm and ideas are welcomed	

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Enterprise Database System Administration

Manage database design, architecture, optimization, deployment, troubleshooting as well as capacity planning, refinement of logical design, handling of back-up, and recovery plans, in order to support business requirements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-TMA-3004-1.1	SCL-TMA-4004-1.1	SCL-TMA-5004-1.1	
FSC Proficiency Description			Implement enterprise database systems	Review effectiveness of enterprise database system applications and develop enterprise database system optimization plans	Formulate enterprise database system implementation procedures and standards to enhance logistics operation efficiency	
Underpinning Knowledge			<ul style="list-style-type: none">Design, configuration, maintenance, and troubleshooting of enterprise database systemsPrinciples of process modeling, workflow, document flow and information flow	<ul style="list-style-type: none">Assessment of enterprise database system performance measurements and improvementsProcess integration in Enterprise Resource Planning (ERP) systemsRisk assessment methods and procedures in relation to database managementInformation security management methods and procedures	<ul style="list-style-type: none">Emerging technologies, standards and trends in Enterprise Database System for logistics operations managementRisk management strategies in relation to database managementInformation security management strategies for database management	

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Enterprise Database System Administration

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none">Implement data loading, security, performance monitoring and tuning, capacity planning, backup, and recoveryMaintain availability and performance of all hosted enterprise databases and ensure secure services with no unplanned downtimeImplement performance diagnostics and troubleshooting at scale in live environmentAnalyze processing issues and data anomalies and identifying solutionsImplementation of database changesImplement risk management measures for business continuity and disaster recovery	<ul style="list-style-type: none">Develop security monitoring and incident reporting requirements for enterprise database system operations in accordance to organization's information security frameworksReview security monitoring reports according to database operational proceduresReview performance diagnostics and troubleshooting reports to improve data management operationsDevelop reactive solutions to handle high loads and avoid resource starvationFacilitate optimization plans to increase flexibility in database capacityDevelop risk management measures for business continuity and disaster recoveryFacilitate standard control procedures according to database management business continuity plans and disaster recovery plans	<ul style="list-style-type: none">Drive and evaluate emerging trends of enterprise database management in logistics industryFormulate and evaluate current and future database capacity requirementsFormulate database system implementation procedures and standards to enhance logistics operation efficiencyFormulate information security guidelines based on organization's information security frameworksFormulate business continuity plans and disaster recovery plansFormulate processes for measuring operational and financial performanceDrive refinement of enterprise database systemsLead development of analysis and reporting of data for use in informed decision-making by senior management	

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Contract and Vendor Management

Manage contract creation, execution, and analysis to maximize financial and operational performance and minimize risks.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-SCM-2008-1.1	SCL-SCM-3008-1.1	SCL-SCM-4008-1.1	SCL-SCM-5008-1.1	
FSC Proficiency Description		Support development of contracts and analyze contract risks	Analyze risks of contract terms and draft contract terms while taking into consideration legal matters and risks	Develop contracts terms that are reasonable, legally compliant and develop relationships with vendors	Formulate contractual agreements in organization's best interest and drive long-term vendor relationships	
Underpinning Knowledge		<ul style="list-style-type: none">Types of contractsRisk assessmentFinancial understanding	<ul style="list-style-type: none">Different stages of contract lifecycleRisk analysis and mitigationVendor analysisService level agreements	<ul style="list-style-type: none">Enterprise Contract Management (ECM) approachesRisk managementFinancial analysisCorporate law	<ul style="list-style-type: none">Risk anticipationFinancial managementLegal risks and dispute resolutionsCorporate law disputes, contract disclosures, and resolutions	
Skills Application		<ul style="list-style-type: none">Support contract creationSupport analyses of risks in contract agreements by taking into consideration organization's best interests	<ul style="list-style-type: none">Analyze risks of contract terms to the organization's financial, legal, and operational performanceDraft contracts while taking into consideration risk elements and legal mattersAnalyze performance and outputs and ensure contract terms are being followed	<ul style="list-style-type: none">Review contracts and balance the interests of the organization and risk elementsDevelop contract terms and approaches that are reasonably termed and legally compliantDevelop relationships with vendors through effective communication, honesty, and integrity	<ul style="list-style-type: none">Devise contract agreements in the best interest of the organizationFormulate contracts that accommodate changing market conditions, risks associated with uncertainties while still permitting appropriate reviews in relation to the vision and capabilities of the organizationDrive vendor management through continuous influences to meet performance objectives to ensure profitability, and long-term partnerships	

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.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-TMA-3006-1.1	SCL-TMA-4006-1.1	SCL-TMA-5006-1.1	
FSC Proficiency Description			Collaborate with key supply chain stakeholders and implement e-logistics system integration plans	Develop e-logistics system integration approaches and review system integration procedures	Formulate e-logistics system integration strategies and formulate control measures	
Underpinning Knowledge			<ul style="list-style-type: none">Quotes, shipping, and tracking technology integration tools and techniquese-Logistics system maintenance, troubleshooting and control proceduresLast mile delivery – eCommerce solution	<ul style="list-style-type: none">e-logistics solutions and technologies to integrate key logistics processes such as electronic data interchange (EDI), Radio-frequency identification (RFID), and Customer Relationship Management (CRM) and emerging technologiese-logistics system integration approachesRisk assessment methods and proceduresInformation security management methods and procedures	<ul style="list-style-type: none">e-logistics system integration frameworksRisk management strategiesInformation security management strategiesLegal and regulatory issues for system integrationTechniques to project current and business needs	

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e-Logistics IT Solutioning

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none">Collaborate with logistics operation stakeholders to implement e-logistics integration into logistics operational proceduresImplement test plans for integration of e-logistics systemsAnalyze impacts of integration on performance of logistics processesMaintain availability and performance of integrated systemsImplement performance diagnostics and troubleshootingImplement risk management measures for business continuity and disaster recoveryImplement control procedures to ensure information security	<ul style="list-style-type: none">Develop integration approaches and integration tools to ensure seamless e-logistics integration with key supply chain stakeholdersFacilitate e-logistics systems implementation planning through assessment of system integration and test plansReview usage of integrated systems using key performance metricsDevelop and facilitate standard control procedures for risk management, business continuity and disaster recoveryDevelop and facilitate control procedures to ensure information security	<ul style="list-style-type: none">Initiate assessment of current and future logistics business requirementsDrive business effectiveness through adoption of e-logistics technologies to provide integrated logistics services to end consumers.Lead assessment and selection of internet-based technologies for implementationFormulate e-logistics integration strategiesFormulate key performance metrics to measure success of system integration according to business requirementsFacilitate risk analysis and business impact analysis of e-logistics implementationFormulate information security guidelines for e-logistics based on organization's information security frameworksGuide system engineering teams to ensure relevant legal and regulatory issues are adhered to during system integrationDrive adoption of integrated e-logistics management practices by key stakeholders	

Cloud Computing Application

Manage supply chain through cloud computing technology in order to offer a collaborative framework with centralized storage and contact points, fewer visibility barriers, and the opportunity to enact simplified and standardized processes.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			SCL-TMA-3007-1.1	SCL-TMA-4007-1.1	SCL-TMA-5007-1.1	
FSC Proficiency Description			Implement cloud computing technology in supply chain management	Review effectiveness of cloud computing technology application in supply chain management	Formulate cloud-based supply chain strategy to enhance supply chain efficiency	
Underpinning Knowledge			<ul style="list-style-type: none">Cloud computing infrastructure components and technologiesInstallation, configuration, and troubleshooting of cloud computing infrastructureInstallation, configuration, and troubleshooting of software packages supporting cloud computing infrastructureDesign, configuration, maintenance, and troubleshooting of cloud computing applicationsVirtualization technologies	<ul style="list-style-type: none">Security architecture standards, design, and guidelines for cloud computing infrastructureAssessment of cloud computing application performance measurement and improvementRisk assessment methods and procedures in relation to cloud computing operationsQuality assurance practices with reference to operations, warranty and repair of cloud computing infrastructure componentsInformation security management methods and procedures	<ul style="list-style-type: none">Emerging technology, standards, and trends in cloud computing application for supply chain managementCloud computing deployment methodsSecurity risk strategies in relation to cloud computing operationsManagement strategy for cloud computing operationsInformation security management strategy for cloud computing operationsLegal and regulatory requirement of IT industry	

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Cloud Computing Application

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none">• Implement data loading, security, performance monitoring and tuning, capacity planning, backup, and recovery• Implement performance diagnostics and troubleshooting at scale in live environment• Maintain availability and performance of cloud computing operations and to ensure secure services with no unplanned downtime• Analyze processing issues and data anomalies and identifying solutions• Implementation and release of cloud computing operations changes• Implement IT risk management measures for business continuity and disaster recovery• Implementation of service quality standards	<ul style="list-style-type: none">• Develop security monitoring and incident reporting requirements for cloud computing operations in accordance to organization's information security framework• Review security monitoring reports according to cloud computing operational procedures• Review performance diagnostics and troubleshooting reports for improvement to cloud computing operations• Develop reactive solutions to handle high loads and avoid resource starvation• Facilitate optimization plans to increase flexibility in cloud computing capacity• Develop security risk measures for business continuity and disaster recovery• Facilitate standard control procedures according to cloud computing operations business continuity plan and disaster recovery plan• Facilitate quality control procedures according to service quality standards/ agreements	<ul style="list-style-type: none">• Evaluate emerging trends of cloud computing in supply chain industry• Evaluate current and future database capacity requirements• Formulate cloud-based supply chain strategy based to increase market competitiveness of supply chain operations• Drive application of cloud-based technology in supply chain operations• Formulate cloud computing implementation procedures and standards to enhance supply chain efficiency• Formulate information security guidelines based on organization's information security framework• Formulate business continuity plan and disaster recovery plan• Formulate processes for measuring operational and financial performance• Drive the refinement of cloud computing application	

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Business Development

Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organization.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		SCL-SCM-2003-1.1	SCL-SCM-3003-1.1	SCL-SCM-4003-1.1	SCL-SCM-5003-1.1	
FSC Proficiency Description		Support business development pitches through the use of market data analysis and presentation	Analyze customer needs and expectations to determine business opportunities	Develop business opportunities in target segments, review market needs and opportunities, and develop customer relationships	Build long term customer relationships and propose solution offerings that anticipates customers' needs and exceeds expectations	
Underpinning Knowledge		<ul style="list-style-type: none">• Competitor analysis methods• Sales process and cycle• Presentation skills• Proposal development	<ul style="list-style-type: none">• Needs and expectations of organization's actual and potential customers• Market segmentation• Consumers and organizational buying behavior	<ul style="list-style-type: none">• Market landscape and trends• Impact of trends on new and/or existing products and offerings• Customer relationships development methods• Objectives and costs of customer acquisition and retention• Targeting strategies• Components of implementation plans for positioning options• Engagement Metrics	<ul style="list-style-type: none">• Emerging market landscape and trends• Business relationship development strategies• Business development strategies• Presentation, sales, and negotiation methods• Business and financial acumen• Workplace communication and engagement• Networking methods	
Skills Application		<ul style="list-style-type: none">• Support business development pitches by following internal sales guidelines• Interpret and conduct market research to suggest potential areas of opportunities• Support preparation of data in presentable format for further analysis• Recommend organization's potential products or service offerings	<ul style="list-style-type: none">• Organize segmentation of markets in accordance with organization's selected criteria• Profile target market segments to support organization's business strategies• Identify existing and potential customer needs and expectations• Analyze customer requirements, markets, competitors, and environments• Identify specific prospects or partners to approach to develop opportunities for the organization• Identify positioning options based on market segmentation to support organizational business strategies	<ul style="list-style-type: none">• Develop customer acquisition and retention programs• Develop business opportunities based on customer needs and expectations• Develop recommendations to improve the organization's positioning in the market• Review strategic and partnership opportunities through quantity and qualitative analyses• Develop goals, plans and related metrics to track progress and manage obstacles to achieve program objectives• Implement metrics in tracking success of customer engagement	<ul style="list-style-type: none">• Formulate strategic business development plans for target markets and ensure alignment with organization strategic direction• Lead in identifying and strategically assessing opportunities to create long term value for the organization• Lead negotiation process to achieve desired outcomes• Drive customer adoption using strategic insight derived from detailed data analysis• Lead cross-functional relationships with both internal and external stakeholders• Evaluate implications of strategies and business targets to seek endorsement• Guide communication to internal stakeholders on opportunities to gather buy-in	

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Building Inclusivity

Collaborate with stakeholders from different backgrounds or with different abilities, including diversity dimensions such as race, ethnicity, religion, gender orientation, age, physical, and learning ability, education, socio-economic status, and political belief, to understand the interests of diverse groups and build an inclusive work environment.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B001-1	ESC-IWO-I001-1	ESC-IWO-A001-1
	Demonstrate sensitivity to the differences in diversity dimensions and perspectives.	Manage relationships across diverse groups within the organization.	Oversee the develop and implement processes and practices which build an inclusive work environment and enable diverse groups to work effectively together.
Underpinning Knowledge	<ul style="list-style-type: none">Self-awareness conceptsDiversity dimensions and preferencesTypes of unconscious biasFair employment practices	<ul style="list-style-type: none">Barriers to workplace diversity and inclusionCommunication stylesInterpersonal communication techniquesSocial psychology conceptsGroup dynamics conceptsStrategies to manage unconscious bias	<ul style="list-style-type: none">Inclusion strategies and best practicesDimensions and behaviors of non-inclusionTypes of social, political, economic and cultural factors which impact stakeholder interactionsConflict management strategiesEmerging trends impacting perspectives on diversity and inclusionBest practices for promoting inclusivity
Skills Application	<ul style="list-style-type: none">Demonstrate understanding of different types of personal values, beliefs, perceptions, and attitudes when interacting with diverse groupsConduct oneself in accordance with the organization's inclusion policies and practicesParticipate in interactions with diverse groups within the organizationAdopt active listening and demonstrate respect for and acknowledge diverse perspectives or differencesAssess own behavior to identify unconscious biases when operating in a diverse environmentSupport the development of inclusivity-related communication materials	<ul style="list-style-type: none">Convey cultural intelligence and sensitivity towards differing values, beliefs and behaviors across diverse groupsPromote behaviors and practices that support diversity and inclusion in the organizationEnsure diversity in the composition of work teamsAdapt communication styles to accommodate diversity in stakeholder dynamics and establish common groundFacilitate conversations to encourage mutual respect and understandingReview own behavior and work processes for improvements to reduce unconscious biasCommunicate the organization's inclusivity related values and the rationale for inclusive practices	<ul style="list-style-type: none">Guide the develop policies and practices to build inclusion and eliminate biasesEndorse inclusive outcomes and initiatives across the organizationChampion support for the needs of diverse groups within the organizationDesign open and psychologically safe environment for the expression of diverse viewsManage conflicts and address non-inclusive behaviorsChampion the organization's inclusion-related communication efforts across internal and external platforms

Collaboration

Manage relationships and work collaboratively and effectively with others to achieve goals.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B002-1	ESC-IWO-I002-1	ESC-IWO-A002-1
	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships, and providing support to others to achieve goals.	Build relationships and work effectively with internal and external stakeholders to create synergies in working towards shared goals.	Establish team effectiveness and manage partnerships to create a cooperative working environment which enables the achievement of goals.
Underpinning Knowledge	<ul style="list-style-type: none">Types of collaboration tools and platformsTeam roles and responsibilitiesTeam communication techniquesDiversity dimensions and preferencesBehavioral stylesKnowledge sharing methods and toolsListening techniquesEmotional intelligence dimensionsTechniques to develop empathyWorkplace and social etiquette	<ul style="list-style-type: none">Types of team structuresTypes of team development methodsTeam goal-setting conceptsGroup facilitation and problem-solving methodsStakeholder analysis techniquesPersuasion methodsCommunication stylesInterpersonal communication techniquesPersonality types and interpersonal needsEmerging virtual collaboration tools and platforms	<ul style="list-style-type: none">Organization's vision, objectives, and operating climateTeam organization theoriesMotivation theoriesMeasures of team effectivenessBehavioral science conceptsStakeholder dynamicsStakeholder management strategiesBest practices in virtual collaborationConflict management strategiesTypes of social, political, economic, and cultural factors which impact stakeholder relationships
Skills Application	<ul style="list-style-type: none">Perform work activities collaboratively with others to foster team spirit and contribute to identified goalsDemonstrate a positive attitude in various situations and interactions with stakeholdersShare information, knowledge, and experiences with co-workersImplement collaboration tools and platforms to enable different types of collaboration and information sharingSeek to understand others' situations, perspectives, and emotionsBuild rapport with co-workers to maintain relationshipsEscalate information pertaining to conflicts in teams to relevant stakeholdersSeek feedback from co-workers on own role and performance in the team	<ul style="list-style-type: none">Identify shared goals which require collaboration to facilitate the achievement of team and organizational objectivesOrganize teams in a manner that capitalizes on team members' strengthsAdapt methods of interaction to cater to the needs and motivations of othersAlign values, beliefs and perceptions amongst team members to establish harmonious working relationshipsGuide team members to manage work challenges and tasks in a positive mannerDevelop partnerships with key internal and external stakeholders to achieve win-win outcomesResolve issues arising from working in teamsProvide feedback to team members on their roles, working styles, and performance in the teamSuggest tools and platforms which could be integrated to facilitate virtual collaboration and enhance productivity of teams	<ul style="list-style-type: none">Champion the development of an open and collaborative organizational cultureEstablish organizational policies and procedures that promote a cooperative working environmentDrive mutual understanding between teams across the organization to encourage the achievement of shared goalsNavigate diverse views and opinions within and beyond the organization to achieve beneficial outcomesBuild strategic alliances and partnerships to achieve desired organizational objectivesOversee the resolution of conflicts or removal of barriers to collaboration across the organizationDevise feedback processes to ensure the organization strives to work cooperatively and continuously improveEvaluate the effectiveness of virtual collaboration across the organization to recommend improvements

Communication

Convey and exchange thoughts, ideas, and information effectively through various mediums and approaches.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B003-1	ESC-IWO-I003-1	ESC-IWO-A003-1
	Communicate with others to share information, respond to general inquiries, and obtain specific information.	Tailor communication approaches to audience needs and determine suitable methods to convey and exchange information.	Synthesize information and inputs to communicate an overarching storyline to multiple stakeholders.
Underpinning Knowledge	<ul style="list-style-type: none">• Range of technical and non-technical vocabulary• Verbal and non-verbal communication techniques• Writing techniques• Listening techniques• Emotional intelligence dimensions• Types of communication channels and tools• Information processing techniques• Questioning techniques• Information confidentiality and disclosure considerations	<ul style="list-style-type: none">• Verbal and non-verbal signals• Communication styles• Behavioral insights concepts• Types of writing styles• Presentation and information structuring techniques• Types of visualization tools and techniques• Stakeholder analysis techniques• Techniques for analyzing audience reactions• Interpersonal communication techniques• Two-way communication techniques• Persuasion methods	<ul style="list-style-type: none">• Storytelling techniques• Negotiation strategies• Stakeholder dynamics• Stakeholder management strategies• Strategies to drive behavior change• Strategies to overcome communication roadblocks• Emerging communication channels and tools
Skills Application	<ul style="list-style-type: none">• Identify appropriate communication channels to convey or exchange information• Deploy listening techniques to engage with and understand the audience• Ask questions to seek clarity when receiving information• Present ideas using concise and clear language• Implement verbal and non-verbal communication techniques to convey and receive information across communication channels• Define desired outcomes for the exchange of information	<ul style="list-style-type: none">• Analyze communication objectives, types of stakeholders, and needs to determine communication priorities• Evaluate communication objectives, styles, verbal and non-verbal signals to adapt communication approaches and channels• Present information in a structured flow and format which is reflective of audience needs• Determine relevant information and visualization techniques to share and convey a persuasive viewpoint• Adapt communication approaches continuously to respond to audience reactions• Analyze information exchanged to identify communication gaps• Encourage two-way interactions and seek feedback on communication approaches	<ul style="list-style-type: none">• Evaluate stakeholder dynamics and context to establish communication objectives and principles• Synthesize various information sources and communication objectives to create a persuasive storyline• Anticipate responses from stakeholders to adapt approaches appropriately• Manage sensitive communications with discretion and tact• Evaluate different stakeholder viewpoints to determine appropriate negotiation strategies• Establish alignment between diverse stakeholders with differing viewpoints to achieve constructive outcomes• Evaluate emerging communication channels and tools to define adoption opportunities

Customer Orientation

Identify the needs of customers, both internal and external, to deliver an effective customer experience.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B004-1	ESC-IWO-I004-1	ESC-IWO-A004-1
	Demonstrate an understanding of customer needs or objectives to respond in a way which delivers an effective customer experience.	Build relationships with customers to anticipate needs and solicit feedback to improve the customer experience.	Foster the creation of an effective customer experience.
Underpinning Knowledge	<ul style="list-style-type: none">• Customer needs analysis• Types of data collection tools and methods• Customer listening methods and guidelines• Customer feedback management systems• Organization's service policies and procedures• Organization's customer experience philosophy	<ul style="list-style-type: none">• Customer behavioral patterns• Service evaluation models• Customer experience metrics• Customer experience management strategies• Customer relationship management strategies	<ul style="list-style-type: none">• Strategies to design customer experience philosophies• Strategies to develop service policies and procedures• Types of business strategies and operations• Organization's vision and objectives• Emerging industry and market trends• Stakeholder dynamics
Skills Application	<ul style="list-style-type: none">• Analyze customer needs or perspectives to identify appropriate responses or actions• Demonstrate positive outlook and behavior in customer interactions in line with organization's customer experience philosophy• Respond to customer requests in accordance with the organization's service policies and procedures• Identify potential customer experience issues to be escalated• Collect data to measure defined customer experience parameters or metrics• Suggest potential methods to improve customer experience• Apply learnings from customer feedback to improve customer experience and service standards	<ul style="list-style-type: none">• Analyze multiple information sources on customer behavior and trends to anticipate customers' needs and expectations• Evaluate customer needs to prioritize responses or action based on urgency and criticality• Analyze customer engagements and conduct follow-up actions to analyze customer experience• Manage critical customer issues and identify appropriate service recovery interventions• Analyze customer experience metrics to identify areas for improvement or gaps in customer experiences• Recommend changes to the organization's service policies or procedures to improve customer experience• Implement strategies to maintain relationships with customers to cultivate loyalty and trust	<ul style="list-style-type: none">• Establish the organization's customer experience philosophy and strategy for service delivery• Guide the development of service policies and procedures to create a customer experience which prioritizes customer needs or objectives• Balance strategic and operational requirements against the fulfillment of customer needs to design effective customer experience management strategies• Evaluate the impact of emerging industry and market trends on the customer experience to pre-empt customer issues• Champion customer-oriented behaviors across the organization• Define metrics to measure customer experience• Advocate for continuous improvement in customer experience across the organization to drive service excellence

Developing People

Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.

	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B005-1	ESC-IWO-I005-1	ESC-IWO-A005-1
ESC Proficiency Description	Create individual career and development plans, and support co-workers in performing their work activities.	Develop and coach team members to identify and leverage their strengths to enhance performance.	Foster a conducive environment to enable employees' professional and personal development, in alignment with the organization's objectives and goals.
Underpinning Knowledge	<ul style="list-style-type: none">Personal strengths inventoryGoal-setting techniquesLearning stylesOrganizational performance goalsOutcomes of career planningTechniques to provide constructive feedback	<ul style="list-style-type: none">Coaching and mentoring techniquesMotivation and reinforcement conceptsListening techniquesOrganization learning and development policies and proceduresQuestioning techniquesSelf-reflection techniquesPerformance review techniques	<ul style="list-style-type: none">Career management reportingCareer development strategiesEngagement and empowerment techniquesPerformance management processes and frameworksOrganization's vision, objectives, and operating climate
Skills Application	<ul style="list-style-type: none">Initiate career planning activities to identify learning and development goalsIdentify links among personal, professional, and organizational performance goalsSupport co-workers in executing work activities to achieve intended goals and improve work performanceShare career planning related experiences with co-workersParticipate in activities that challenge self and contribute to capability developmentProvide constructive feedback to co-workers in accordance with organizational guidelines, standards, and procedures	<ul style="list-style-type: none">Guide team members in identifying personal and professional goalsCoach and mentor team members on achieving personal, professional, and organizational goalsEvaluate individual strengths, capabilities and learning styles to create tailored coaching and development interventions in different contextsFacilitate discussions with team members to ensure accountability for setting goals and development plansAdvise team members on the formulation of career development plansRecommend stretch goals and opportunities to harness the potential of team membersProvide continuous feedback and reinforce behaviors that contribute positively to performance or growth	<ul style="list-style-type: none">Build support for organization-wide capability development interventions to facilitate the attainment of personal and professional goalsGuide employees to understand the principles for translating organizational objectives to personal and professional goalsProvide expertise on coaching and mentoring techniquesCreate or recommend platforms and procedures to enable exposure to new opportunities and enriching experiences within the organizationChampion the development of a supportive and positive climate which encourages continuous improvement and development within the organization

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Influence

Influence behaviors, beliefs, or attitudes in order to achieve desired outcomes and solutions.

	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B006-1	ESC-IWO-I006-1	ESC-IWO-A006-1
ESC Proficiency Description	Demonstrate empathy to understand the feelings and actions of others and communicate in ways that limit misunderstandings and influence others on operational issues.	Develop relationships with stakeholders to build confidence, alignment and communicate desired purpose, goals, or objectives.	Build consensus with stakeholders to achieve desired outcomes on matters of strategic importance.
Underpinning Knowledge	<ul style="list-style-type: none">Diversity dimensions and preferencesEmotional intelligence dimensionsListening techniquesProblem solving techniquesTypes of communication channels and toolsVerbal and non-verbal communication techniquesKnowledge sharing methods and toolsQuestioning techniques	<ul style="list-style-type: none">Types of networksVerbal and non-verbal signalsStakeholder analysis techniquesStrategies to develop trustInterpersonal communication techniquesCommunication stylesPersuasion methodsTechniques for analyzing audience reactionsCollaboration techniques	<ul style="list-style-type: none">Goal or purpose setting strategiesStrategies to drive behavior changeNegotiation strategiesMotivation theoriesTypes of social, political, economic, and cultural factors which impact stakeholder relationshipsStakeholder dynamicsStakeholder management strategiesStorytelling techniquesConflict management strategies
Skills Application	<ul style="list-style-type: none">Develop a clear understanding of purpose and desired goals or outcomesAnalyze stakeholder responses and interactions to understand needsEncourage stakeholders to share views and opinions to enable an understanding of different perspectivesAppreciate nuances and impact of diversity dimensions and cultural backgrounds when interacting with stakeholdersCommunicate to stakeholders in a manner which encourages open conversations and reduces potential misunderstandingsAdapt personal style to demonstrate empathy and enable the communication of desired goalsAsk questions to understand stakeholders' responses or potential issues	<ul style="list-style-type: none">Identify stakeholders and networks that are critical in meeting desired goals and objectivesIntegrate different stakeholders into the decision making process to garner their supportUtilize combinations of logic, conviction, and interpersonal skills when communicating desired goals and objectivesAlign ideas and plans with relevant stakeholders to build ownership and garner buy-inEnsure l decisions made are supported with relevant experience, facts, and knowledgeArticulate pros and cons behind decisions taken and proposed to build confidence amongst stakeholdersPresent findings and thoughts in an open and flexible mannerEscalate issues to senior stakeholders if own efforts to enlist support have not succeeded	<ul style="list-style-type: none">Establish alignment among different stakeholders' needs and objectives to achieve intended outcomesEstablish key stakeholder relationships to ensure goals and objectives are achievedShare strategic insights in a manner that addresses the issues and interests of relevant stakeholdersEvaluate compromises to gain commitment from relevant stakeholdersEndorse win-win solutions that benefit all parties involvedAnticipate objections and challenges that potentially impact desired resultsNegotiate issues that impact long-term strategic objectives

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Adaptability

Exercise flexibility in behaviors or approaches to respond to changes and evolving contexts.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-SRE-B001-1	ESC-SRE-I001-1	ESC-SRE-A001-1
	Modify behaviors and approaches to respond to changes and evolving contexts.	Manage change in evolving contexts.	Foster a culture of flexibility that caters to changes and evolving contexts.
Underpinning Knowledge	<ul style="list-style-type: none">Ideation techniquesExperimentation techniquesProblem solving techniquesEmotional regulation techniquesQuestioning techniquesInformation processing techniquesSelf-awareness conceptsImpact measurement techniques	<ul style="list-style-type: none">Stakeholder analysis techniquesGroup dynamic conceptsCollaboration stylesCoaching and mentoring techniquesRisk analysis techniquesSelf-reflection techniquesStrategies to evaluate impact of new ideas, improvements or solutions	<ul style="list-style-type: none">Organization's vision, objectives, and operating climateStrategies to build resilient teamsStrategies to drive the continuous development of new approachesRisk mitigation strategiesStrategies to identify emerging industry disruptors and trendsChange management strategiesStakeholder dynamicsStakeholder management strategiesConflict management strategies
Skills Application	<ul style="list-style-type: none">Demonstrate an openness to seek and interpret opinions and practices different from ownSeek out information about changes or evolving contexts which may impact work activities or prioritiesSet short-term goals in order to perform work activities effectively during periods of changeAdjust existing work activities in response to new instructions, guidelines, or operating proceduresAssess own reactions to changes and evolving contexts to improve future responses and behaviorsMonitor own work performance to identify potential development areas to enhance responses to changes and evolving contextsIdentify appropriate skills and training which could improve one's response and behavior to changes and evolving contexts	<ul style="list-style-type: none">Assess the impact of changes and evolving contexts to identify ways to adapt skills or processesAnalyze the rationale for change or underlying factors driving evolving contextsDevelop creative solutions to address challenges and leverage on opportunities arising from changes and evolving contextsEvaluate inputs from various stakeholders and different courses of actions to determine how to navigate through change and evolving contextsPrioritize work activities in order of criticality to navigate through change and evolving contextsCoach team members in responding to changes and evolving contextsReflect on responses to change and evolving contexts to recommend future actions, behaviors, and approaches	<ul style="list-style-type: none">Articulate strategic goals to navigate through periods of change and evolving contextsEvaluate the impact on the operating climate, emerging trends, and industry disruptorsDetermine potential opportunities and/ or risks of change or evolving contextsDirect the development of new and alternative approaches to respond to changes and evolving contextsGuide stakeholders to successfully navigate through change and disruptionsLead the resolution of any issues which impact the organization's ability to adapt to changes and evolving contextsReview existing strategies and approaches to changes and evolving contexts

Digital Fluency

Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency, and facilitate information sharing.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-SRE-B002-1	ESC-SRE-I002-1	ESC-SRE-A002-1
	Perform work processes and activities using identified digital technology tools, systems and software.	Identify opportunities and evaluate risks of integrating digital technology tools, systems and software across work processes and activities.	Drive the creation of a digital culture and environment, educating stakeholders across the organization on the benefits and risks of digital technology tools, systems and software.
Underpinning Knowledge	<ul style="list-style-type: none">Digital terminologiesDigital etiquettesTypes of digital search and information collection toolsTypes of digital technology tools, systems, and softwareTypes of technology-enabled communication channelsOrganization's InfoComm Technology troubleshooting and Information Technology (IT) back-up processesOrganization's IT, personal data, and privacy policiesTypes of cyber security risksOrganization's policies to monitor cyber security risks	<ul style="list-style-type: none">Emerging digital technology tools, systems and softwareEmerging digital communication channelsMethods to evaluate suitability of digital technology tools, systems and softwareTypes of visualization tools and techniquesTechnology implementation processesProblem solving techniquesDecision evaluation and prioritization frameworksRisk assessment techniquesStrategies to manager cyber security risksTypes of metrics to measure effectiveness of digital tools, systems, and software	<ul style="list-style-type: none">Best practice applications of digital technology tools, systems, and softwareEmerging trends in the digital environmentStrategies to manage technology implementationDigital education strategiesTypes of digital training programsStrategies to manage InfoComm Technology troubleshooting and back-up processesStrategies to manage cyber security risk strategies and policiesStrategies to manage personal data and privacy policiesLegal and regulatory frameworks related to digital technology tools, systems, and software
Skills Application	<ul style="list-style-type: none">Interpret instructions and actions based on digital terminologiesOperate identified digital technology tools, systems, and software to perform own work processes and activitiesPresent information using identified digital technology tools, systems, and softwareExchange information with other stakeholders using identified technology-mediated communication channelsPerform searches to source information using digital search and information collection toolsAssess the credibility of information sourced using digital search and information collection toolsOrganize digital content to be stored and retrieved in line with organizational requirementsAdhere to organization's personal data and privacy policiesFollow organization's cyber security policies to identify potential risks	<ul style="list-style-type: none">Analyze work processes and activities across own team to identify potential applications of digital technology tools, systems, or software which drive efficiency and solve problemsEvaluate emerging digital technology tools, systems, or software to propose applications which drive efficiency and solve problems in own teamIdentify applications of different visualization techniques and tools to analyze and present informationDeploy processes to manage technology implementationReview usage of digital technology tools, systems, and software to identify any breaches of organization's digital and IT policiesAssess current applications of digital technology tools, systems, or software to propose improvement areas	<ul style="list-style-type: none">Champion the benefits of digital applications and advancements to build a an organization-wide community which focuses on digital approaches and adopts a digital mindsetSynthesize emerging trends in the digital environment to anticipate changes required to organization's current digital technology tools, systems, and softwareOversee the progress of digital intervention implementations across the organizationChampion digital education strategies across the organization to address digital literacy skill gaps and drive continuous learningInfluence stakeholders to communicate the narrative of digital transformation and manage any change barriersDirect the development and implementation of organizational digital and IT policiesGuide the analysis of past breaches of organizational digital and IT policies to mitigate future impacts of cyber security issues, data breaches, or system failures

Global Perspective

Operate in cross-cultural environments, demonstrating an awareness of the wider global context, and markets to identify potential opportunities and risks.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-SRE-B003-1	ESC-SRE-I003-1	ESC-SRE-A003-1
	Demonstrate an understanding of global challenges and opportunities to work effectively in a cross-cultural environment.	Develop global networks and determine impact of global context and trends on the organization's vision, objectives, and operating climate.	Lead the resolution of the challenges of operating in a cross-cultural environment and build the organization's capabilities to compete in a global environment.
Underpinning Knowledge	<ul style="list-style-type: none">• Research techniques• Types of information collection tools• Knowledge sharing methods and tools• Verbal and non-verbal communication techniques• Types of communication channels and tools• Modes of collaboration• Diversity dimensions and preferences• Self-awareness concepts• Workplace and social etiquette	<ul style="list-style-type: none">• Research and information collection methodologies• Organization structure• Macro-economic, environmental, technology, political, and social trends• Methods to analyze impacts of global trends• Types of networks• Stakeholder analysis techniques• Communication styles• Barriers to workplace diversity and inclusion	<ul style="list-style-type: none">• Organization's vision, objectives, and operating climate• Types of global business strategies• Types of business performance metrics• Emerging research on macro-economic, environmental, technology, political, and social trends• Stakeholder management strategies• Inclusion strategies and best practices• Types of social, political, economic, and cultural factors which impact cross-cultural collaborations• Conflict management strategies• Best practices for businesses operating in global and cross-cultural environments
Skills Application	<ul style="list-style-type: none">• Conduct research on identified global challenges or opportunities• Exchange information using identified knowledge sharing methods and tools• Seek opportunities to source for diverse perspectives beyond immediate environment• Participate in interactions with diverse groups within the organization to source for relevant perspectives on global challenges and opportunities• Conduct oneself in accordance with the organization's inclusion policies and practices• Monitor own behavior to identify any non-inclusive practices	<ul style="list-style-type: none">• Develop research and information collection approaches and processes to analyze impact of global context and trends on team's work area• Analyze outcome of research on global trends to determine impact on work area and identify potential opportunities and risks• Review internal structures and external operating climate to identify opportunities to build global networks• Prepare for interactions with global stakeholders by learning about workplace and social etiquette in different countries and cultures• Analyze global and local perspectives when evaluating information and making decisions• Identify barriers to workplace diversity and inclusion when operating in cross-cultural environments• Recommend refinements to existing systems, processes, and policies to facilitate global and cross-cultural cooperation	<ul style="list-style-type: none">• Establish objectives for global development and cross-cultural cooperation which align with organization's vision, objectives, and operating climate• Champion the importance of understanding the global environment and encouraging cross-cultural collaborations• Anticipate global developments in order to position the organization for potential opportunities or risk management• Synthesize inputs and analyses from various sources to determine potential impact of global context and trends on business operating climate, vision, and performance• Lead the identification of opportunities within and beyond the organization to broaden exposure to global environments and trends• Lead the resolution of conflicts which may occur during global collaboration or in cross-cultural environments• Endorse changes to existing systems, processes, and policies that facilitate global and cross-cultural collaboration• Evaluate the impact of individual and organizational actions on local communities and the wider social, economic, political, or environment sphere

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Learning Agility

Deploy different learning approaches which enable continuous learning across different contexts to drive self development and the achievement of long-term career goals.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-SRE-B004-1	ESC-SRE-I004-1	ESC-SRE-A004-1
	Identify opportunities and targets for learning to facilitate continuous career development.	Deploy various learning approaches in different settings to maximize opportunities for learning and self-reflection and measure their impact on the achievement of career goals.	Establish an organizational culture of continuous learning to encourage the adoption of new learning approaches and identification of new learning opportunities.
Underpinning Knowledge	<ul style="list-style-type: none">• Goal-setting techniques• Career planning techniques• Methods to gather feedback about own performance from others• Questioning techniques• Types of feedback channels• Types of learning preferences• Types of learning modes• Techniques to structure learning approaches	<ul style="list-style-type: none">• Career management strategies• Coaching and mentoring techniques• Experimentation techniques• Self-directed learning techniques• Self-reflection techniques• Strategies to measure impact of learning outcomes• Types of learning and development pathways• Techniques to apply learning outcomes	<ul style="list-style-type: none">• Best practices in learning and development• Career development strategies• Emerging learning trends, approaches, and theories• Methods to tailor learning approaches• Methods to overcome learning obstacles• Purposes of learning goals• Strategies to evaluate learning effectiveness
Skills Application	<ul style="list-style-type: none">• Collect feedback from internal and external sources on own career and learning development• Identify areas of strengths and development needs by internalizing experiences, feedback, and knowledge acquired• Set learning goals in line with development needs, interest areas, and career plans• Record previous learning experiences in order to identify own learning preferences• Review different learning modes to identify suitable systematic learning approaches which meet own development needs• Use appropriate questioning techniques in different settings to acquire new skills and knowledge• Document own progress against learning goals	<ul style="list-style-type: none">• Communicate the importance of knowledge sharing and feedback to team members• Design personal learning and development pathways which maximize learning opportunities across multiple contexts, modes, and content areas• Evaluate learning goals to determine potential opportunities for collaborative learning or exchange of knowledge and skills with other stakeholders• Prioritize opportunities to apply new knowledge or skills across multiple different work areas or disciplines• Integrate mentoring or reverse mentoring approaches to enable continuous self-reflection and feedback sharing• Identify learning opportunities which can support the development of team members• Implement different learning approaches to test strengths and weaknesses of different approaches for own learning goals• Analyze effectiveness and impact of learning on work performance and development against defined criteria• Measure progress against learning goals to identify potential stretch targets or adjustments to be made to learning approaches	<ul style="list-style-type: none">• Champion the importance of self-reflection and development to foster a culture of continuous learning across the organization• Formulate long-term career development strategies to determine priority learning goals and opportunities• Define criteria to evaluate learning approaches for diverse development needs• Evaluate causes of learning obstacles to recommend alternative approaches• Lead the development and implementation of organizational learning initiatives• Leverage organization-wide networks to establish opportunities for cross-organizational learning exchanges and initiatives• Spearhead the integration of mentoring approaches across the organization• Devise criteria to measure learning effectiveness and impact on work performance and development• Assess emerging learning trends, approaches, and theories to recommend improvements to learning approaches and initiatives

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Self Management

Take ownership of managing one's personal effectiveness, personal brand, and holistic physical, mental, emotional and social well-being.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-SRE-B005-1	ESC-SRE-I005-1	ESC-SRE-A005-1
	Exercise self-awareness by monitoring own behaviors and ways of working in personal and professional capacities, and implement techniques for improvement.	Analyze own well-being and personal effectiveness to develop strategies to regulate self and build personal brand.	Evaluate strategies to manage own well-being, personal effectiveness, and personal brand.
Underpinning Knowledge	<ul style="list-style-type: none">• Characteristics of personal branding• Emotional regulation techniques• Emotional intelligence dimensions• Methods for gathering feedback• Self-awareness concepts• Self-care techniques• Stress management techniques• Time management and prioritization techniques• Types of feedback channels• Workplace and social etiquettes	<ul style="list-style-type: none">• Self-reflection techniques• Coaching and mentoring techniques• Methods to develop personal branding• Productivity metrics• Productivity tools• Stress management concepts• Types of stress triggers• Types of networking strategies	<ul style="list-style-type: none">• Emerging self management trends, approaches, and theories• Strategies to promote work-life balance• Strategies to evaluate well-being and work-life balance• Strategies to promote personal brand• Strategies to evaluate stress management techniques
Skills Application	<ul style="list-style-type: none">• Identify goals and priorities across workload and plan work activities accordingly• Monitor progress against goals and priorities to identify time management issues• Escalate time management issues to stakeholders to mitigate its impact on intended goals and priorities• Implement stress management techniques to maintain own well-being• Monitor emotional well-being and regulate responses to situations• Implement self-care techniques to maintain physical and mental wellness• Maintain standards for personal and professional image in line with expectations of work environment• Follow workplace and social etiquette when interacting with stakeholders	<ul style="list-style-type: none">• Review work goals and priorities to align with personal vision and purpose• Resolve barriers or issues encountered while managing goals and priorities• Integrate productivity enhancement tools to improve personal effectiveness• Analyze own personal effectiveness to review productivity and effectiveness of time management approaches• Analyze own well-being to reflect on potential issues or improvement areas• Apply appropriate stress management strategies to address triggers of stress identified• Evaluate strengths and weaknesses to define own personal brand• Identify stakeholders and networks to build own personal brand	<ul style="list-style-type: none">• Anticipate potential workload or stress triggers to implement mitigating actions• Reflect on personal and professional life to improve prioritization, time and stress management• Integrate emerging trends, approaches, and theories in self management to improve own personal effectiveness and well-being• Design a strategy to build own personal brand across organization, industry and networks• Evaluate own personal branding strategies to identify areas for improvement

Creative Thinking

Adopt diverse perspectives in combining ideas or information and making connections between different fields to create different ideas, improvements, and solutions.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-TCR-B001-1	ESC-TCR-I001-1	ESC-TCR-A001-1
	Connect ideas or information to propose and test ideas, improvements and solutions which challenge current assumptions or ways of working.	Integrate multiple ideas and information from across various fields to develop solutions and new ways of working which address specific issues and deliver impact.	Cultivate a culture of innovation and creativity across the organization to push boundaries and reshape goals and possibilities.
Underpinning Knowledge	<ul style="list-style-type: none">• Process analysis techniques• Types of information collection tools• Ideation techniques• Experimentation techniques• Problem solving techniques• Brainstorming techniques• Lateral thinking techniques• Impact measurement techniques	<ul style="list-style-type: none">• Research and information collection approaches and processes• Strategies for managing creative processes• Techniques for developing imagination• Visualization techniques• Types of innovation drivers• Types of barriers to creativity• Convergent and divergent thinking techniques• Strategies to evaluate impact of new ideas, improvements, or solutions	<ul style="list-style-type: none">• Strategies to create a safe space for creative exploration and experimentation• Storytelling techniques• Innovation management strategies• Strategies to evaluate lateral, convergent, and divergent thinking techniques• Emerging applications of innovation or creative solutions across industries• Strategies to drive the continuous improvement of the creative processes
Skills Application	<ul style="list-style-type: none">• Employ process analysis techniques to review current work processes and identify potential improvement areas• Collect information related to potential new ideas, improvements, or solutions using a variety of identified tools• Apply lateral thinking techniques to improve current ways of performing work activities• Share inputs during brainstorming sessions to support the generation of ideas• Conduct experiments to test ideas, improvements, or new solutions in own work areas• Collect information to monitor implementation of ideas, improvements, or new solutions against impact criteria	<ul style="list-style-type: none">• Identify the desired outcomes of creative thinking processes• Analyze improvement areas to prioritize work areas for action• Develop resource and information collection approaches and processes for identified improvement areas• Facilitate exercises with different stakeholders to enable the generation of ideas and imaginative solutions• Integrate convergent and divergent thinking techniques to develop new approaches, ideas, or solutions• Collaborate with internal and external stakeholders to consider how ideas, improvements, or new solutions from other areas can be applied to different contexts• Deploy visualization techniques to communicate proposed new ideas, improvements, or solutions• Design experiments to trial the implementation of ideas, improvements, or solutions• Design criteria to measure impact of new ideas, improvements, or solutions• Analyze outcomes of experiments using an iterative process to continuously improve the implementation of ideas, improvements, or new solutions	<ul style="list-style-type: none">• Champion organization's creativity and innovation goals• Foster an organizational culture that encourages creative imagination, experimentation, and innovation• Synthesize research and information from various sources within the organization to determine potential synergies or opportunities for organization-wide innovation initiatives• Evaluate the implementation of lateral, convergent, and divergent thinking techniques to design "out-of-the-box" ideas, improvements, or solutions which push the boundaries and solve problems• Engage with internal and external stakeholders to communicate compelling narratives and rationale for implementing new ideas, improvements, or solutions• Evaluate outcomes of design experiments to recommend new ideas, improvements, or solutions to be implemented across the organization• Evaluate emerging applications of innovations or solutions across industries to determine any relevant applications within own organization• Establish strategies to analyze the effectiveness of creative processes across the organization

Decision Making

Choose a course of action from several alternatives developed through a structured process in order to achieve intended goals.

	BASIC	INTERMEDIATE	ADVANCED
	ESC-TCR-B002-1	ESC-TCR-I002-1	ESC-TCR-A002-1
ESC Proficiency Description	Follow processes to make decisions which achieve intended goals using given information and guidelines.	Implement structured decision making processes and analyze multiple sources of information to propose solutions.	Define decision making criteria, processes, and strategies and evaluate their effectiveness.
Underpinning Knowledge	<ul style="list-style-type: none">Decision making processesDecision making tools and techniquesDecision making stylesDecision making pitfalls and errorsImpact measurement techniquesEthical guidelines, standards, and procedures	<ul style="list-style-type: none">Decision evaluation and prioritization frameworksStakeholder analysis techniquesGroup decision making methodsRisk analysis techniques	<ul style="list-style-type: none">Decision making criteria and strategiesDecision automation toolsOrganization's vision, objectives, and operating climateOrganization communication techniquesRisk mitigation strategiesRegulatory frameworks and policies
Skills Application	<ul style="list-style-type: none">Follow decision making processes which align with organizational guidelines, standards, and proceduresGather relevant information to support ideation and decision making processesParticipate in brainstorming activities to develop solutions during decision making processesCollate information on impact of decisions made and suggest improvements	<ul style="list-style-type: none">Implement structured decision making processes which align with timelines and refer to multiple sources of available informationAnalyze required information for decision making and direct the collection of relevant informationFacilitate decision making processes within teams to design innovative solutionsAssess impact and feasibility of solutions to provide recommendationsAnalyze risk factors for proposed solutions or outcomes of decision making processes and devise mitigation strategiesDevelop implementation plans for solutions or outcomes of decision making processes in adherence to organizational guidelines, standards, and proceduresReview outcomes of the decisions made to determine whether goals have been metCalibrate the results and consequences of the decisions made to propose improvements to decision making processes	<ul style="list-style-type: none">Evaluate contexts to determine critical decision making points and requirementsDefine criteria to be analyzed through decision making processesFormulate decision making strategies and processes based on sources of informationCommunicate the importance of robust, evidence-based decision making processesSynthesize sources of information to prioritize solutions in alignment with organizational priorities, operational, and strategic considerationsArticulate decisions amongst internal and external platforms to guide key stakeholders and obtain buy-insLeverage existing and emerging tools to automate decision making processesEvaluate potential causes of barriers to making effective decisionsEndorse improvements to decision making strategies and processes

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Problem Solving

Generate effective and efficient solutions to solve problems and capitalize on new opportunities.

	BASIC	INTERMEDIATE	ADVANCED
	ESC-TCR-B003-1	ESC-TCR-I003-1	ESC-TCR-A003-1
ESC Proficiency Description	Identify problems and implement guidelines and procedures to solve problems and test solutions.	Determine underlying causes of problems and collaborate with other stakeholders to implement and evaluate solutions.	Anticipate potential problems to drive a culture of continuous improvement which seeks to turn problems into opportunities across the organization.
Underpinning Knowledge	<ul style="list-style-type: none">Problem identification techniquesQuestioning techniquesTypes of corrective actionsProblem solving processes, tools and techniquesExperimentation techniquesImpact measurement techniques	<ul style="list-style-type: none">Root cause analysis techniquesDecision evaluation and prioritization frameworksExercises for developing big picture thinking approachesStrategies to manage experimentation processesStakeholder analysis techniquesRisk analysis techniquesTypes of metrics to measure solution effectiveness	<ul style="list-style-type: none">Organization's vision, objectives and operating climateEmerging problem solving processes, tools and strategiesTypes of social, political, economic and cultural factors which impact stakeholder relationshipsConflict management strategiesRisk management strategiesStrategies to evaluate solution effectiveness
Skills Application	<ul style="list-style-type: none">Implement problem identification techniques to recognize issues within work areaIdentify decisions to be made to solve problemsSuggest potential corrective actions to solve problemsConduct work area experiments to test potential solutionsReport any issues which occur during solution testing to other stakeholdersCollect information to monitor implementation of potential solutions against impact criteria	<ul style="list-style-type: none">Diagnose underlying causes of issues by considering wider contextsEncourage behaviors and practices for team members that promote effective problem solving approaches and continuous improvementFacilitate exercises with different stakeholders to develop big picture thinking approaches to inform solution developmentCollaborate with other stakeholders to seek opinions on potential solutionsDevelop experiments to test potential solutionsDetermine the constraints and risks associated with potential solutionsAnalyze outcomes of experiments to recommend the most suitable solution for a problemEngage different stakeholders to secure buy-in for proposed solutionReview the effectiveness of the problem solving process and solution against defined goals	<ul style="list-style-type: none">Define objectives of organizational problem solving processes in line with organization vision, objectives, and operating climateSynthesize emerging trends to design organizational problem solving processes, tools, and techniquesChampion a culture of continuous improvement across the organizationEvaluate multiple variables and contexts to anticipate potential problems which may occurDetermine appropriate stakeholders to be involved in problem solving processes in the organizationOversee collaboration between multiple stakeholders across the organization to design solutionsDirect the resolution of any conflicts during problem solving processesEvaluate the business implications of implementing the proposed solutions across the organizationEndorse solutions to be implemented across the organizationEstablish strategies to evaluate the effectiveness of problem solving processes across the organization

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Sense Making

Leverage sources of qualitative and quantitative information and data to recognize patterns, spot opportunities, infer insights, and inform decisions.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-TCR-B004-1	ESC-TCR-I004-1	ESC-TCR-A004-1
	Organize and interpret information to identify relationships and linkages.	Analyze information and data and uncover patterns, opportunities and impacts.	Evaluate relationships, patterns and trends to inform actions and generate wider insights.
Underpinning Knowledge	<ul style="list-style-type: none">Types of information collection toolsInformation organization techniquesInformation processing techniquesTechniques for identifying missing or erroneous information	<ul style="list-style-type: none">Data analysis techniquesData analysis toolsStrengths and weaknesses of different analysis techniquesPattern recognition techniquesLogical thinking techniquesInsight generation process and techniques	<ul style="list-style-type: none">Extrapolation techniquesSystems thinking theoriesFeatures and limitations of different information and data sourcesOrganization vision, objectives, and operating climate
Skills Application	<ul style="list-style-type: none">Filter information into classification structuresImplement techniques to process different information sourcesDocument missing or erroneous information within sourcesReview information sources to identify relationships and linkagesSuggest inferences and impact based on the relationships and linkages between the information sources	<ul style="list-style-type: none">Assess information and data sources to evaluate validity and reliabilityDetect gaps in information and data sources and develop logical assumptions to close the gapsAnalyze relationships and linkages to identify patterns and trendsInterpret analysis outcomes to determine potential impact and opportunitiesReview data analysis techniques to identify potential limitations which may impact conclusionsRecommend improvements to data analysis techniques	<ul style="list-style-type: none">Evaluate information and data sources to determine potential limitations which may impact insights and conclusionsIdentify external factors that influence the immediate situation or hypothesisExtrapolate information to facilitate projections and future-oriented analysesSynthesize disparate information, analyses, or viewpoints to derive actionable insights and conclusionsFormulate insights by applying various approaches to evaluate informationEvaluate underlying factors affecting situations to consider potential impacts or mitigating actionsEvaluate and implement improvements to data analysis processes

Transdisciplinary Thinking

Apply concepts from multiple disciplines, and synthesize different areas of knowledge and insights to guide decisions, foster cooperation, and drive continuous improvement.

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-TCR-B005-1	ESC-TCR-I005-1	ESC-TCR-A005-1
	Explore concepts from outside one's field of expertise to supplement one's knowledge, proficiency, and work practices.	Identify opportunities for transdisciplinary collaboration and knowledge transfer to facilitate the integration of knowledge from different disciplines.	Endorse collaboration and the integration of knowledge across disciplines to make decisions and solve problems within and outside the organization.
Underpinning Knowledge	<ul style="list-style-type: none">Research techniquesTypes of information collection toolsVerbal and non-verbal communication techniquesTypes of communication channels and toolsModes of collaborationKnowledge sharing methods and toolsDecision-making processesProblem-solving techniquesSelf-assessment conceptsDiversity dimensions and preferencesWorkplace and social etiquettes	<ul style="list-style-type: none">Research and information collection methodologiesPattern recognition techniquesStrategies for developing big picture thinking approachesDecision evaluation and prioritization frameworksStakeholder analysis techniquesInterpersonal communication techniques	<ul style="list-style-type: none">Organization's vision, objectives, and operating climateTypes of organization structuresEmerging research and information collection methodologiesKnowledge transfer systems and mechanismsInformation filtering methodsContext framing techniquesStrategies to influence diverse stakeholdersStakeholder management strategiesTypes of social, political, economic, and cultural factors which impact collaboration across disciplinesConflict management strategies
Skills Application	<ul style="list-style-type: none">Identify areas and methods to supplement knowledge outside one's field of expertise or work areaExplore perspectives from diverse sources of informationExchange information using identified knowledge sharing methods and toolsPerform work activities in collaboration with other co-workers from different disciplines to meet shared goalsReview own work performance to identify potential areas where knowledge from other disciplines may deliver improvements, address gaps, and/or value addSeek guidance from and consult co-workers who have knowledge in a particular work area	<ul style="list-style-type: none">Establish connections, patterns, and synergies between information gathered from diverse sources of informationIntegrate knowledge from different disciplines to develop effective solutionsExplore opportunities to leverage new sources of information or collaborations in new waysAnalyze other areas in the organization to identify potential collaboration opportunitiesIntegrate inputs from stakeholders across other disciplines to recommend decisions and prioritization approachesEvaluate the effectiveness and impact of current transdisciplinary collaboration and knowledge transfer interventionsRecommend changes to work processes that restrict knowledge transfer and transdisciplinary collaboration	<ul style="list-style-type: none">Establish systems and mechanisms to facilitate effective knowledge transfer across disciplinesEstablish opportunities within the organization for co-workers from different disciplines to collaborateLead the development of strategic transdisciplinary partnerships across and beyond the organizationDetermine interdependencies between different disciplines when making decisions that impact the organizationSynthesize information extracted from different disciplines to develop new insightsEndorse solutions that impact different disciplines in the organization and address organization-wide problemsOversee the removal of any barriers to transdisciplinary collaboration across the organizationEvaluate emerging research and information collection methodologies and recommend updates to organization's knowledge transfer and transdisciplinary collaboration approaches

Glossary

Definition of Terms

ActionScript	An object-oriented programming (OOP) language that is designed specifically for Website animation.
Air Waybill	A document that accompanies goods shipped by an international courier, which allows for tracking. It serves as a receipt of goods by an airline, as well as a contract of carriage between the shipper and the carrier. It's a legal agreement that is enforceable by law.
Application Programming Interface	An interface that defines interactions between multiple software applications or mixed hardware-software intermediaries.
Asynchronous JavaScript	Allows a javascript to perform long network requests without blocking the main thread.
Bill of Lading	A detailed list of a shipment of goods in the form of a receipt given by the carrier to the person consigning the goods.
Career Map	A written plan, usually a matrix, outlining where an individual is in his career, where he/she ultimately wants to go, and the specific steps that he/she could take to reach that goal.
Career Pathway	A small group of occupations within a career cluster that share common knowledge, skills, and competencies.
Carousel Storage	A dynamic solution that uses vertically rotating shelves to bring stored items to the system operator.
CarSim	A commercial software package that provides a set of efficient methods for simulating the performance of passenger vehicles and light-duty trucks.
C or C++	A general-purpose programming language created by Bjarne Stroustrup as an extension of the C programming language, "C with Classes
Critical Work Function	A collection of connected activities that are necessary to enable a job to be performed.
Dangerous Good	Also known as "hazardous material" or "hazmat", is any substance or material that is capable of posing an unreasonable risk to health, safety, and property when transported in commerce.
Enabling Skills and Competencies	Skills to build new skills, skills that enhance personal and interpersonal effectiveness, as well as improve career relevance and mobility.
Freight Forwarding	A Logistics subsector and an intermediary engaged in shipment of goods from point of origin to its final destination via single or multiple carriers through land, sea, or air.
Functional Skills and Competencies	A technical or trade-related skill that enables a person to perform tasks to a certain level of expectation.
International Organization for Standardization (ISO)	An international non-governmental organization made up of national standards bodies that develops and publishes a wide range of proprietary, industrial, and commercial standards.

ISO 9000 Quality Management Procedures	A set of international standards on quality management and quality assurance developed to help companies effectively document the quality system elements needed to maintain an efficient quality system. They are not specific to any one industry and can be applied to organizations of any size.
ISO 9001 Quality Management Systems	An international standard that specifies requirements for a quality management system (QMS). Organizations use the standard to demonstrate the ability to consistently provide products and services that meet customer and regulatory requirements. It is the most popular standard in the ISO 900 series and the only standard in the series to which organizations can certify.
ISO 14000 Environmental Management	A set of international standards covering environmental management systems (EMS), environmental auditing, environmental labeling, the assessment of environmental performance and life cycle evaluation.
ISO 14001 Environmental Management Systems	An International standard that specifies requirements for an effective environmental management system (EMS). It provides a framework that an organization can follow, rather than establishing environmental performance requirements.
ISO 22000 Food Safety Management Systems	An international standard that set out the requirements for a food safety management system and can be certified to it. It maps out what an organization needs to do to demonstrate its ability to control food safety hazards in order to ensure that food is safe.
ISO 22301 Business Continuity Management Systems	A set of international standards that understands and prioritizes the threats.
ISO 27001 Information Security Management	The leading international standard focused on information security, published by the International Organization for Standardization (ISO), in partnership with the International Electrotechnical Commission (IEC). It is a specification for an information security management system (ISMS). ISO-27001 is part of a set of standards developed to handle information security: the ISO/IEC 27000 series.
ISO 28000 Security Management Systems for the Supply Chain	An international standard which addresses the requirements of a Security Management System (SMS) for the supply chain. It specifies the aspects to help the organization to assess security threats and to manage them as they arise in their supply chain.
ISO 31000 Risk Management Awareness	An international standard that helps organizations develop a risk management strategy to effectively identify and mitigate risks, thereby enhancing the likelihood of achieving their objectives and increasing the protection of their assets. Its overarching goal is to develop a risk management culture where employees and stakeholders are aware of the importance of monitoring and managing risk.
Key Task	An activity that has a well-defined scope of input requirements and measurable output expectations.
Java	Can be used to create complete applications that may run on a single computer or be distributed among servers and clients in a network. It can also be used to build a small application module or applet (a simply designed, small application) for use as part of a Web page.
Lean	A production method aimed primarily at reducing times within the production system as well as response times from suppliers and to customers.

Logistics	The process of planning, implementing, and controlling the efficient and effective forward and reverse flow and storage of goods, services, and related information from point of origin to point of consumption for the purpose of meeting customer requirements.
Logistics Information Technology (Logistics IT)	An information technology system and operation related to logistics. This is one of the four tracks of the PSF-SCL.
Logistics Management	An integrating function, which coordinates and optimizes all logistics activities, as well as integrates logistics activities with other functions including marketing, sales, manufacturing, finance, and information technology.
Matrix Laboratory	A proprietary multi-paradigm programming language and numeric computing environment developed by MathWorks. MATLAB allows matrix manipulations, plotting of functions and data, implementation of algorithms, creation of user interfaces, and interfacing with programs written in other languages
Mercantile Law	A repository of all the laws included in a company to handle or look after its commercial activities. It is a generalized term for the entire legal body. All the other acts like the company act, limitations act, Country contract act, etc. are subsidiaries of the mercantile law.
Modular	Employing or involving a module or modules as the basis of design or construction.
OAG Cargo Guide	A comprehensive book providing worldwide cargo flight schedules and valuable support when planning cargo routings. Updated monthly, every cargo flight is clearly listed to help you locate the best schedule for your shipment quickly and easily.
Occupation and Job Role	A profession or the function an individual performs within his/her organization.
OHSAS 18001 Occupational Health and Safety Management	An international standard for health and safety management systems. ISO 18001 certification is a strong sign that a company provides a safe working environment for its staff, and this can inspire confidence in potential customers and potential employees alike.
Pallet	A flat transport structure, which supports goods in a stable fashion while being lifted by a forklift, a pallet jack, a front loader, a jacking device, or an erect crane.
Performance Requirement	A company-specific expected behavior, conditions and context of the workplace behavior, and the identified output.
PHP	A general-purpose scripting language especially suited to web development. It was originally created by Danish-Canadian programmer Rasmus Lerdorf in 1994.
Pillar	A track or subsector of an industry.
Principles of Kanban	A lean method to manage and improve work across human systems. This approach aims to manage work by balancing demands with available capacity, and by improving the handling of system-level bottlenecks.
Proficiency	The degree of ability to perform a skill, competence, and expertise.

Python	An interpreted high-level general-purpose programming language. Python's design philosophy emphasizes code readability with its notable use of significant indentation
Qualifications Framework	Describes the levels of educational qualifications and sets the standards for qualification outcomes.
Referencing International Conventions	References for treaties or international conventions should include the name of the treaty, convention or other agreement, the signing or approval date, and the URL if available. In text, provide the name of the treaty or convention and the year.
REL	Relationship or cross charts are used to collect information about relationships between factory departments, identifying the numbers of items per day moved from each department and which department receives them.
R (Modeling Software)	A language and environment for statistical computing and graphics.
Sector	An area of the economy, in this context the Supply Chain and Logistics.
Service Level Agreement	A commitment between a service provider and a service user that agreed to particular aspects of the service - quality, availability, responsibilities, etc.
Six Sigma	A set of techniques and tools for process improvement.
Skills Application	The ability to do something well.
Skills Document	An industry-validated document providing the underpinning knowledge and skills, and proficiency levels pertaining to a competency.
Skills Framework	An industry-friendly way of organizing current information on employment, career pathways, occupations, job roles, existing and emerging skills and competencies, as well as relevant education and training programs. It is designed and developed with industry inputs and validated by the industry.
Skills Map	An industry-validated reference and guide that details the skills and competencies required to perform specific tasks belonging to a function as part of the job role.
Supply Chain	A system of organizations, people, activities, information, and resources involved in effective and efficient transformation of natural resources, raw materials and components into a finished product or service delivered from supplier to customer.
Supply Chain and Logistics Operations	The process of managing the movement of the raw materials and parts from the beginning of production through delivery to the consumer.
Technical Guide	A document that provides a brief procedural reference on how to use the PSF-SCL, to establish performance requirements by human resource practitioners and educators.
Track	A subsector of an industry.
Underpinning Knowledge	An essential knowledge that enables a skill to be performed effectively.
Union Communications Management	The management of a collaborative relationship by providing communication to share information, address concerns and promote construction union –management relations.

United Nations (UN) Systems for Dangerous Goods	A four-digit number assigned by the United Nations committee of experts on the Transport of Dangerous Goods. The function of this number is to find out dangerous or hazardous materials (goods) when they are being transported.
Warehousing	The systematic and efficient way to store products in a safe and secured facility with the stored goods conveniently accessible and available when needed by the client.
World Customs Organization (WCO) Secure and Facilitate Global Trade (SAFE) Framework of Standards	A set of recommendations for customs organizations, which includes issues such as integrated Customs control procedures for Integrated Supply Chain Management, authority to inspect cargo, and use of modern technology to do so.
Extensible Markup Language (XML)	A set of rules for encoding documents in a format that is both human-readable and machine-readable.

Acronyms

AEO	Authorized Economic Operator
AHTN	ASEAN Harmonized Tariff Nomenclature
AJAX	Asynchronous JavaScript
API	Application Programming Interface
ASEAN	Association of Southeast Asian Nations
ASRS	Automated Storage and Retrieval Systems
AWB	Air Waybill
B/L	Bill of Lading
BOM	Bill of Materials
BPR	Business Process Re-Engineering
CAD	Computer-Aided Drafting and Design
CCSP	Certified Cloud Security Professional
CIS	Center for Internet Security
COBIT	Control Objectives for Information and Related Technology
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CRM	Customer Relationship Management
CSI	Container Security Initiative
C-TPAT	Customs-Trade Partnership Against Terrorism
DG	Dangerous Goods
DGR	Dangerous Goods Regulations
ECM	Enterprise Contract Management
EDI	Electronic Data Interchange
EIR	Equipment Interchange Receipt
EMS	Environmental Management Systems
ERP	Enterprise Resource Planning
EU	European Union
FIATA	International Federation of Freight Forwarders Associations
FIFO	First In First Out
FTZ	Free Trade Zones
GIS	Geographic Information System
GPS	Global Positioning System

HACCP	Hazard Analysis Critical Control Point
HMIS	Hazardous Materials Identification System
HR	Human Resource
HS	Harmonized Commodity Description and Coding System
HSE	Health, Safety and Environment
IATA	International Air Transport Association
IoT	Internet of Things
INCOTERMS	International Commercial Terms
ISO	International Organization for Standardization
ISPS	International Ship and Port Facility Security Code
IT	Information Technology
KPI	Key Performance Indicators
LAN	Local Area Networks
LC	Letters of Credit
LIFO	Last In First Out
MATLAB	Matrix Laboratory
MHE	Material Handling Equipment
MSDS	Material Safety Data Sheet
NIRC	National Internal Revenue Code
NSW	National Single Window
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
OSHAS	Occupational Health and Safety Assessment Series
OSHSM	OSH Management System
OTR	Over the Road
PERT	Project Evaluation and Review Technique
PO	Purchase Order
PPA	Philippine Ports Authority
RFID	Radio Frequency Identification
ROI	Return of Investment
ROO	Rules of Origin
SGS	Société Générale de Surveillance

SID	Shipper Instruction for Dispatch
SOAP	Simple Object Access Protocol
SOP	Standard Operating Procedures
SPSS	Statistical Package for the Social Sciences Statistics
STC	Standard Trading Conditions
SWL	Safe Working Load
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TACT	The Air Cargo Tariff and Rules
TAPA	Transported Asset Protection Association
ULD	Unit Load Devices
UN	United Nations
VDP	Voice Directed and Putaway
WAN	Wide Area Networks
WBS	Work Breakdown Structure
WCO	World Customs Organization
WMS	Warehouse Management System
XML	Extensible Markup Language

PSF Proficiency Level Descriptors

Proficiency Level Elements	Knowledge and Abilities Required to support work as described under Responsibility, Autonomy and Complexity	Autonomy and Complexity Degree of decision-making and Degree of difficulty of situations and tasks	Responsibility Degree of supervision and accountability
1	Knowledge and skills that are manual or concrete or practical and/or operational in focus.	Applied in activities that are set in a limited range of highly familiar and predictable contexts; involve straightforward, routine issues which are addressed by following set rules, guidelines or procedures.	In conditions where there is very close support, guidance or supervision; minimum judgment or discretion is needed.
2	Knowledge and skills that are manual, practical and/or operational in focus with a variety of options.	Applied in activities that are set in a range of familiar predictable context; involve routine issues which are identified and addressed by selecting from and following a number of set rules, guidelines or procedures.	In conditions where there is substantial support, guidance, or supervision; limited judgment or discretion is needed.
3	Knowledge and skill that are a balance of theoretical and/or technical and practical. Work involves understanding the work process, contributing to problem solving, and making decisions to determine the process, equipment, and materials to be used.	Applied in activities that are set in contexts with some unfamiliar or unpredictable aspects; involve routine and non-routine issues which are identified and addressed by interpreting and/or applying established guidelines or procedures with some variations.	Application at this level may involve individual responsibility or autonomy, and/or may involve some responsibility for others. Participation in teams including team or group coordination may be involved.
4	Knowledge and skill that are mainly theoretical and/or abstract with significant depth in one or more areas; contributing to technical solutions of a non-routine or contingency nature; evaluation and analysis of current practices and the development of new criteria and procedures.	Applied in activities that are set in a range of contexts, most of which involve a number of unfamiliar and/ or unpredictable aspects; involve largely non-routine issues which are addressed using guidelines or procedures which require interpretation and/or adaptation.	Work involve some leadership and guidance when organizing activities of self and others.
5	Knowledge and skill that are mainly theoretical and/or abstract with significant depth in some areas together with wide-ranging, specialized technical, creative and conceptual skills. Perform work activities demonstrating breadth, depth and complexity in the planning and initiation of alternative approaches to skill and knowledge applications across a broad range of technical and/or management requirements, evaluation, and coordination.	Applied in activities that are supervisory, complex and non-routine which require an extensive interpretation and/or adaptation/ innovation.	In conditions where there is broad guidance and direction, where judgment is required in planning and selecting appropriate equipment, services, and techniques for self and other. Undertake work involving participation in the development of strategic initiatives, as well as personal responsibility and autonomy in performing complex technical operations or organizing others.
6	Demonstrated advanced knowledge and skills in a specialized or multi-disciplinary field of study for professional practice, self-directed research and/or lifelong learning.	Applied in professional/creative work or research that requires self-direction and/or leadership in a specialized or multi-disciplinary professional work/research.	High substantial degree of independence that involves exercise of leadership and initiative individual work or in teams of multi-disciplinary field.

PSF Proficiency Level Descriptors are mapped directly with the Philippine Qualifications Framework Level Descriptors

Testimonials



Gothong Southern Shipping

Gothong Southern Shipping is a shipping and cargo line based in Cebu City, established by Bob Gothong in 2003. Gothong Southern Shipping provides containerized shipping in the Philippines, as well as specialized services for container and chassis repairs, integrated port services and shipping line activities. The company operates from seven major ports of call, namely, Manila, Cebu, Tacloban, Cagayan De Oro, Davao, General Santos and Ozamiz, with an additional 24 direct port links.

"The competency guidelines provided Gothong Southern Shipping the ability to develop the competency levels of our staff at senior to rank and file level. The standards are very comprehensive and as we went through the validation processes, we were extremely excited about the ability to use the guidelines in all our work functions across the supply chain. We look forward to the completion of the guidelines in order to further the talent management of Gothong Southern Shipping executives"



MR. RODERICK CHUA
Chief Executive Officer



MS. TERESA RHOWENA B. ABAD
Chief Exponential Officer



Producers Connection Logistics, Inc.

Producers Connection Logistics, Inc. is a strong leader in logistics and supply chain management with headquarters in Manila. Producers Connection Logistics' key functions are the following:

1. Develop customized solutions based on customers in areas such as design of warehouse layout and facilities.
2. Generate and implement warehouse primer for starting sites of operations.
3. Systematically select strategic location for warehouses essential for material safety and optimal operations.

"My company uses its own standards of training and we do have a HR department that provides the learning and development function. In the validation process I discovered that I do not need to develop a competency standard for our staff from scratch. We can use the guidelines in the areas of career progression, and especially in the promotion of well-deserved employees. We can further use the guidelines to identify any performance gaps which our staff need to improve the work performance. I look forward to the launch of the PSF and how it will raise the proficiency level of the logistics practitioners in our industry."



MR. ARIEL C. DOTE
Supply Chain Services Head



Thames International Business School

Thames International Business School is a pioneering and innovative school in the Philippines, offering industry relevant and future-ready blended and online programs. In 2005, the school was also the pioneer in entrepreneurship education when the Entrepreneurs' School of Asia (ESA) was opened. The ESA Brand has reverted back to Thames International, but the innovative entrepreneurial education continues. Thames' purpose is to develop a new order of business professionals, enlivened by a vibrant entrepreneurial spirit. Thames students will possess both the essential skills and technical knowledge and attitude that reflect the best of human values and innovative thinking.

"The development of the PSF-SCL is a contribution towards the professionalization of the industry and clearly defines the clearer path for our human resources in terms of training and career development as well as an enrichment of our education curriculum from the Senior High School, Technical-Vocational-Livelihood education, and college."



MS. SHEILA L. DINGCONG
College Dean



Professional Regulations Commission - Board for Customs Brokers

The Professional Regulation Commission (PRC) is an agency administers, implements and enforces the regulatory laws and policies of the country with respect to the regulation and licensing of the various professions and occupations under its jurisdiction, including the enhancement and maintenance of professional and occupational standards and ethics, and the enforcement of the rules and regulations relative thereto.

"Skills Framework (PSF-SCL) is very essential to individuals primarily because it provides the latest information on career pathways, job roles, existing and emerging skills and competencies as well as relevant education and training programs. This way an individual may opt to choose how to upgrade his/her career in terms of growth and development.

An individual must pursue lifelong learning for self-sustainability, as well as competitiveness and better employability."



MS. NENETTE T. DAGONDON, PhD.
Chairperson



OneStop Warehousing Solutions, Inc. (Magsaysay Group of Companies)

OneStop Warehousing Solutions, Inc. offers contract logistics warehouse and inventory management capabilities. It is also engaged in the warehouse management services of cold storage facilities for frozen and chilled commodities. This includes stock management of products, distribution replenishment, route-to-route market services, and vehicle capacity utilization for chilled products.

"It is one of the best competency guidelines developed for the Philippines logistics and supply chain professionals. There are lots of opportunities for our group of companies to use the guidelines in the recruitment and training of our operational staff and at the same time raise the competency standards of the existing logistics staff in the industry. We are proud to be one of the validators in the competency guidelines workshop, from which both had benefited professionally."



MR. MARVIN JEFFREY ROXAS
Operations Manager



MR. MARVIN R. GONZALES
Logistics Consultant



Custom Bonded Warehouse Operators Confederation, Inc.

"Our association, the Customs Bonded Warehouse Operators Confederation, Inc. (CBWOCI) would like to commend the collaboration of the public and private sectors in developing the Philippines Skills Framework (PSF).

Particularly, we would like to thank DTI Assistant Secretary Jean Pacheco and her team, Exec. Dir. Rosalina Constantino of TESDA and her support team, and Mr. Joel Santos of Thames International Business School and his team of facilitators in professionally organizing and conducting the various sessions culminating in the official document of the PSF.

Kudos too for the guidance and support of the Singaporean Team of Mr. Anderson Tan of Accelebator and Mr. Roger Lee of Singapore Institute of Materials Management. The PSF is a

long-awaited rationalization of the Philippine labor market identifying the skills and competencies of employable applicants in the logistics sector. Our association recognizes the importance and value of the PSF template as it provides a strong basis for professionalizing the job opportunities in our sector. It will also address and assist educational institutions to adapt an aggressive academic – industry job matching activities.

Congratulations too to all the industry associations and individuals who participated and joined this worthwhile endeavor whose output will be felt by the job market in the logistics and in the peripheral sector for the many years to come.

Finally, we wish to commend and give thanks to the dynamic leadership of the two most active cabinet secretaries of the administration of President Rodrigo Roa Duterte, Secretary Ramon Lopez of DTI and Secretary Isidro Lapena of TESDA.

Congratulations and more power to DTI and TESDA!"



MR. ALFREDO G. YATCO III
President, CBWOCI

Overview of Functional Skills and Competencies (FSC)

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Business Management	1. Risk Management and Administration	Identify, assess, and prioritize risks and apply resources to mitigate risks and the impact of incidents	SCL-BMA-1001-1.1	SCL-BMA-2001-1.1	SCL-BMA-3001-1.1	SCL-BMA-4001-1.1	SCL-BMA-5001-1.1	SCL-BMA-6001-1.1
	2. Change Management	Manage people, processes, tools, and techniques to help the organization make successful transitions, resulting in the adoption and realization of changes			SCL-BMA-3002-1.1	SCL-BMA-4002-1.1	SCL-BMA-5002-1.1	
	3. Business Continuity Management	Manage plans to establish processes and procedures so as to minimize interruptions to critical business functions and to re-establish full functionality to the organization at the soonest possible time			SCL-BMA-3003-1.1	SCL-BMA-4003-1.1	SCL-BMA-5003-1.1	
	4. Innovation Management	Manage decisions, activities and practices that transit ideas to realization for purpose of generating business value				SCL-BMA-4004-1.1	SCL-BMA-5004-1.1	
	5. Intellectual Property (IP) Management	Establish organizational IP goals, manage and implement collation of IP materials to support IP reviews and registration processes	SCL-BMA-1005-1.1	SCL-BMA-2005-1.1	SCL-BMA-3005-1.1	SCL-BMA-4005-1.1		
	6. Data and Statistical Analytics	Identify data sets for the application of statistical techniques to analyze and interpret large complex data to uncover trends or patterns in order to locate and define new process improvement opportunities	SCL-BMA-1006-1.1	SCL-BMA-2006-1.1	SCL-BMA-3006-1.1	SCL-BMA-4006-1.1	SCL-BMA-5006-1.1	SCL-BMA-6006-1.1
	7. Strategy Planning	Develop organizational strategies and policies by analyzing impact of internal and external influencing factors and seeking consultations from relevant stakeholders				SCL-BMA-4007-1.1	SCL-BMA-5007-1.1	SCL-BMA-6007-1.1
	8. Strategy Implementation	Evaluate the impact of critical business functions, conduct situational analysis and formulate, review and refine business function strategies			SCL-BMA-3008-1.1	SCL-BMA-4008-1.1	SCL-BMA-5008-1.1	
	9. Public Relations Management	Manage organization's strategic direction in the management of the organization's corporate reputation and image. It also includes setting the communications agenda, identifying opportunities and threats, prioritizing the issues relating to these, building upon corporate ethics and governance, incorporating these into the organization's policies and communicating strategies to all stakeholders			SCL-BMA-3009-1.1	SCL-BMA-4009-1.1	SCL-BMA-5009-1.1	
	10. Strategic Human Resource Management	Establish strategies, policies and principles aligned to business objectives and leverage on organizational culture to enhance integration and maximization of employee contributions				SCL-BMA-4010-1.1	SCL-BMA-5010-1.1	SCL-BMA-6010-1.1
	11. Strategic Service Excellence	Establish strategies and operating principles to consistently meet and manage customer's expectations in order to support business requirements				SCL-BMA-4011-1.1	SCL-BMA-5011-1.1	SCL-BMA-6011-1.1
	12. Corporate Governance	Establish, guide and endorse organization's corporate governance and compliance policies. This includes being aware of the regulatory frameworks and global leading practices in similar organizations.			SCL-BMA-3012-1.1	SCL-BMA-4012-1.1	SCL-BMA-5012-1.1	
	13. Financial Management	Manage the organization's short-term and long-term financial needs. This involves reviewing the organization's financial risk position and refining the finance and financial risk philosophy of the organization.			SCL-BMA-3013-1.1	SCL-BMA-4013-1.1	SCL-BMA-5013-1.1	

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Equipment, Shipment, and Cargo Handling	1. Material Handling Equipment (MHE) Handling	Operate mechanized material handling equipment including the movement, storage, control and protection of materials, goods and products	SCL-ESC-1001-1.1	SCL-ESC-2001-1.1	SCL-ESC-3001-1.1			
	2. Material Handling Equipment (MHE) Maintenance	Perform equipment maintenance including preparation, preventive and breakdown maintenance	SCL-ESC-1002-1.1	SCL-ESC-2002-1.1	SCL-ESC-3002-1.1			
	3. Shipment Load Planning and Palletization/ Consolidation	Optimize pallet load configuration and consolidation for shipments		SCL-ESC-2003-1.1	SCL-ESC-3003-1.1	SCL-ESC-4003-1.1		
	4. Container Stuffing and Unstuffing Administration	Conduct cargo operations associated with interpretation and application of instructions, regulations, procedures and information associated with loading, unloading, stuffing, unstuffing, container load plan and care of cargo.	SCL-ESC-1004-1.1	SCL-ESC-2004-1.1				
	5. Cargo Lifting	Conduct cargo operations associated with heavy lift freight including oversized loads	SCL-ESC-1005-1.1	SCL-ESC-2005-1.1				
Freight Forwarding	1. 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	SCL-FFO-1001-1.1	SCL-FFO-2001-1.1	SCL-FFO-3001-1.1	SCL-FFO-4001-1.1		
	2. Cargo Issuance and Dispatch	Maintain conditions and stipulated requirements for compliance before issuance and dispatch of imported cargo	SCL-FFO-1002-1.1	SCL-FFO-2002-1.1	SCL-FFO-3002-1.1	SCL-FFO-4002-1.1		
	3. Cargo Security Control	Maintain security in cargo environment, including legislations and regulatory requirements		SCL-FFO-2003-1.1	SCL-FFO-3003-1.1	SCL-FFO-4003-1.1	SCL-FFO-5003-1.1	
	4. Cold Chain Operations Administration	Perform processes involved in cold chain management, which includes packaging and material handling equipment for storage and during transportation	SCL-FFO-1004-1.1	SCL-FFO-2004-1.1	SCL-FFO-3004-1.1	SCL-FFO-4004-1.1	SCL-FFO-5004-1.1	
	5. Time Sensitive Cargo Delivery Management	Plan and manage the transportation of cargo with a time-sensitive delivery window	SCL-FFO-1005-1.1	SCL-FFO-2005-1.1	SCL-FFO-3005-1.1	SCL-FFO-4005-1.1	SCL-FFO-5005-1.1	
	6. Livestock Cargo Administration	Arrange the transportation of livestock cargo, including documentation, cargo inspection, and compliance with regulatory requirements	SCL-FFO-1006-1.1	SCL-FFO-2006-1.1	SCL-FFO-3006-1.1	SCL-FFO-4006-1.1		
	7. Cargo Tracking System Administration	Perform processes in tracking / targeting of cargo movement via various forms of transport	SCL-FFO-1007-1.1	SCL-FFO-2007-1.1	SCL-FFO-3007-1.1	SCL-FFO-4007-1.1		
	8. Import and Export Documentation Administration	Administer shipping documents associated with the import and export of goods	SCL-FFO-1008-1.1	SCL-FFO-2008-1.1	SCL-FFO-3008-1.1	SCL-FFO-4008-1.1		
	9. Freight Insurance Administration	Perform freight insurance documentation covered for goods during shipment, including cargo insurance purchased directly from shippers or third-party insurers		SCL-FFO-2009-1.1	SCL-FFO-3009-1.1	SCL-FFO-4009-1.1		
	10. Freight and Cargo Claim Administration	Perform claim documentation and procedures, including the filing and monitoring of claims and claim resolution		SCL-FFO-2010-1.1	SCL-FFO-3010-1.1	SCL-FFO-4010-1.1		
	11. International Trade Legislation Compliance	Identify all aspects of international trade processes and international trade laws and agreements for regulatory compliance		SCL-FFO-2011-1.1	SCL-FFO-3011-1.1	SCL-FFO-4011-1.1	SCL-FFO-5011-1.1	
	12. Pricing for Cargo Services and Operations	Apply knowledge in cargo rating together with understanding the needs of shippers and consignees for developing reliable and affordable transportation solutions		SCL-FFO-2012-1.1	SCL-FFO-3012-1.1	SCL-FFO-4012-1.1	SCL-FFO-5012-1.1	

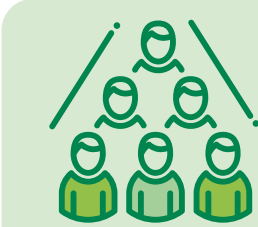
FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Process Improvement	1. Logistics Operations Research and Planning	Adopt advanced quantitative methods to analyze, design, plan and control logistics systems in order to support business requirements			SCL-PIM-3001-1.1	SCL-PIM-4001-1.1	SCL-PIM-5001-1.1	
	2. Logistics Process Quality Management	Apply processes to align all components of business to quality requirements of the organization in order to maximize quality and reduction of waste	SCL-PIM-1002-1.1	SCL-PIM-2002-1.1	SCL-PIM-3002-1.1	SCL-PIM-4002-1.1	SCL-PIM-5002-1.1	
	3. Process Improvement and Optimization	Adopt process mining tools to discover critical processes and maximize these processes to achieve maximum efficiency in accordance with organization procedures		SCL-PIM-2003-1.1	SCL-PIM-3003-1.1	SCL-PIM-4003-1.1	SCL-PIM-5003-1.1	
Solutioning and Program Management	1. 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			SCL-SPM-3001-1.1	SCL-SPM-4001-1.1	SCL-SPM-5001-1.1	
	2. Logistics Solutions Marketing	Plan, implement and control business activities to conduct buying and selling of product offerings or services between buyers and sellers of logistics services			SCL-SPM-3002-1.1	SCL-SPM-4002-1.1	SCL-SPM-5002-1.1	
	3. 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 organization and customers when designing logistics solution			SCL-SPM-3003-1.1	SCL-SPM-4003-1.1	SCL-SPM-5003-1.1	
	4. Material Flow Modeling	Analyze the inflow and outflow of material, substance or product flows across different industrial sectors or within ecosystems to achieve optimization			SCL-SPM-3004-1.1	SCL-SPM-4004-1.1	SCL-SPM-5004-1.1	
	5. Supply Chain Solutioning/ Modeling/ Planning/ Strategizing	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			SCL-SPM-3005-1.1	SCL-SPM-4005-1.1	SCL-SPM-5005-1.1	
	6. Material Management (Planning, Sourcing, Use, Disposal)	Establish plans, organization procedures and controls of flow of materials from the point of origin to the point of consumption and disposal			SCL-SPM-3006-1.1	SCL-SPM-4006-1.1	SCL-SPM-5006-1.1	
	7. Logistics Solution Product/ Project Management	Manage activities to meet project requirements and translate to plans that deliver on-time, on-budget learning and integration that organizations need			SCL-SPM-3007-1.1	SCL-SPM-4007-1.1	SCL-SPM-5007-1.1	
	8. Retail Logistics Administration	Manage and administer modern distribution systems, create movement plans, manage availability of infrastructure in order to ensure profitability is maximized by the logistics systems			SCL-SPM-3008-1.1	SCL-SPM-4008-1.1	SCL-SPM-5008-1.1	
	9. Event Logistics Administration	Manage and administer activities through deployment and withdrawal of resources according to schedule to ensure efficient supply of customer to the product and the supply of facilities to and from event sites			SCL-SPM-3009-1.1	SCL-SPM-4009-1.1	SCL-SPM-5009-1.1	
	10. 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			SCL-SPM-3010-1.1	SCL-SPM-4010-1.1	SCL-SPM-5010-1.1	
	11. 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			SCL-SPM-3011-1.1	SCL-SPM-4011-1.1	SCL-SPM-5011-1.1	

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Solutioning and Program Management	12. Bulk Cargo Administration	Manage and administer transportation for unpacked commodity cargo (both liquid and dry) in large quantities			SCL-SPM-3012-1.1	SCL-SPM-4012-1.1	SCL-SPM-5012-1.1	
	13. 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			SCL-SPM-3013-1.1	SCL-SPM-4013-1.1	SCL-SPM-5013-1.1	
Stakeholder and Customer Management	1. Order Fulfillment Administration	Administer receiving, processing, delivery and optimization processes for orders in order to support business and customer requirements	SCL-SCM-1001-1.1	SCL-SCM-2001-1.1	SCL-SCM-3001-1.1	SCL-SCM-4001-1.1	SCL-SCM-5001-1.1	
	2. Market Research	Establish procedures in gathering, analyzing and interpreting information about markets, products or services to be offered in a particular market and present findings to relevant stakeholders		SCL-SCM-2002-1.1	SCL-SCM-3002-1.1	SCL-SCM-4002-1.1	SCL-SCM-5002-1.1	
	3. Business Development	Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation		SCL-SCM-2003-1.1	SCL-SCM-3003-1.1	SCL-SCM-4003-1.1	SCL-SCM-5003-1.1	
	4. 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 with different stakeholders	SCL-SCM-1004-1.1	SCL-SCM-2004-1.1	SCL-SCM-3004-1.1	SCL-SCM-4004-1.1	SCL-SCM-5004-1.1	SCL-SCM-6004-1.1
	5. Contract Preparation, Evaluation, Negotiation and Tendering	Manage contract creation, evaluation, negotiation and tendering to maximize operation and financial performance of an organization			SCL-SCM-3005-1.1	SCL-SCM-4005-1.1	SCL-SCM-5005-1.1	
	6. Stakeholder Management	Monitor and maintain constructive relationships with stakeholders by influencing their expectations appropriately to help a business move toward its stated goals			SCL-SCM-3006-1.1	SCL-SCM-4006-1.1	SCL-SCM-5006-1.1	
	7. Business Negotiation	Manage end to end business negotiations, decide whether and how to engage as well as to translate defining processes and procedures in order to support business requirements			SCL-SCM-3007-1.1	SCL-SCM-4007-1.1	SCL-SCM-5007-1.1	
	8. Contract and Vendor Management	Manage contract creation, execution and analysis to maximize financial and operational performance and minimize risks		SCL-SCM-2008-1.1	SCL-SCM-3008-1.1	SCL-SCM-4008-1.1	SCL-SCM-5008-1.1	
	9. Public-Private-Individual Partnership Collaboration	Manage contracts between private entities and public agencies to maximize financial and operational performance and minimize risks				SCL-SCM-4009-1.1	SCL-SCM-5009-1.1	

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Technology Management	1. 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 chain			SCL-TMA-3001-1.1	SCL-TMA-4001-1.1	SCL-TMA-5001-1.1	
	2. Technology Application	Apply and integrate evaluated technologies into organization operations or processes to achieve desired outcomes		SCL-TMA-2002-1.1	SCL-TMA-3002-1.1	SCL-TMA-4002-1.1		
	3. 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			SCL-TMA-3003-1.1	SCL-TMA-4003-1.1	SCL-TMA-5003-1.1	
	4. Enterprise Database System Administration	Manage database design, architecture, optimization, deployment, troubleshooting as well as capacity planning, refinement of logical design, handling of back-up and recovery plans, in order to support business requirements			SCL-TMA-3004-1.1	SCL-TMA-4004-1.1	SCL-TMA-5004-1.1	
	5. Knowledge Management	Develop knowledge management systems to ensure that all systems supporting knowledge management work in an integrated fashion and are appropriately supported, analyzed and developed to guarantee high and continuing level of efficiency benefit to the organization				SCL-TMA-4005-1.1		
	6. 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			SCL-TMA-3006-1.1	SCL-TMA-4006-1.1	SCL-TMA-5006-1.1	
	7. Cloud Computing Application	Manage supply chain through cloud computing technology in order to offer a collaborative framework with centralized storage and contact points, fewer visibility barriers, and the opportunity to enact simplified, standardized processes			SCL-TMA-3007-1.1	SCL-TMA-4007-1.1	SCL-TMA-5007-1.1	
	8. Information Technology and Network Security	Manage organization's network and data security, ensuring an ongoing rigorous review of the organization's digital, cyber and application security and IT network infrastructures, to ensure multiple layers of defenses to protect proprietary data from attack and the organization's reputation			SCL-TMA-3008-1.1	SCL-TMA-4008-1.1	SCL-TMA-5008-1.1	SCL-TMA-6008-1.1
	9. Business Process Re-engineering	Analyze business processes and workflows within the organization and identification of new approaches to completely redesign business activities or optimize performance, quality, and speed of services or processes. This includes the exploration of automating and streamlining processes, evaluation of associated costs and benefits of redesigning business processes, as well as the identification of the potential impact and the change management activities and resources required.				SCL-TMA-4009-1.1	SCL-TMA-5009-1.1	

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Transportation Management	1. Transportation Hub or Control Center Administration	Optimize logistics operations including provision of transportation services and optimal use of resources		SCL-TRM-2001-1.1	SCL-TRM-3001-1.1	SCL-TRM-4001-1.1	SCL-TRM-5001-1.1	
	2. Transport Management System Administration	Manage and administer process enforcement, analytics, and optimization of Transport Management System (TMS) for moving freight in all modes, including intermodal movements	SCL-SCL-1002-1.1	SCL-SCL-2002-1.1	SCL-SCL-3002-1.1	SCL-SCL-4002-1.1	SCL-SCL-5002-1.1	
	3. Transportation Route and Schedule Planning	Optimize transportation resources for route scheduling and dispatching using vehicle fleet management systems	SCL-TRM-1003-1.1	SCL-TRM-2003-1.1	SCL-TRM-3003-1.1	SCL-TRM-4003-1.1		
	4. Transportation Equipment Handling	Operate different types of transport equipment including conveyors, cranes and industrial trucks for the movement and storage of materials	SCL-ESC-1004-1.1	SCL-ESC-2004-1.1	SCL-ESC-3004-1.1			
	5. Pricing for Transportation Services and Operations	Apply knowledge in transportation services and operations together with understanding of needs of shippers and consignees to develop reliable and affordable transportation pricing models	SCL-FFO-1005-1.1	SCL-FFO-2005-1.1	SCL-FFO-3005-1.1	SCL-FFO-4005-1.1	SCL-FFO-5005-1.1	
Warehouse Management	1. Warehouse Administration	Execute warehouse task scheduling, record maintenance and information coordination with internal and external stakeholders	SCL-WMA-1001-1.1	SCL-WMA-2001-1.1	SCL-WMA-3001-1.1	SCL-WMA-4001-1.1		
	2. Warehouse Management System (WMS) Administration	Apply WMS methodology, covering technical deliverables and business processes for internal controls, as well as provide user guides and trainings	SCL-WMA-1002-1.1	SCL-WMA-2002-1.1	SCL-WMA-3002-1.1	SCL-WMA-4002-1.1		
	3. Warehouse Automation Application	Apply computer software and/or automated equipment to improve efficiency of warehouse operations		SCL-WMA-2003-1.1	SCL-WMA-3003-1.1	SCL-WMA-4003-1.1	SCL-WMA-5003-1.1	
	4. 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			SCL-WMA-3004-1.1	SCL-WMA-4004-1.1	SCL-WMA-5004-1.1	
	5. Warehouse Space Utilization	Optimize spaces for storage of items in warehouses			SCL-WMA-3005-1.1	SCL-WMA-4005-1.1	SCL-WMA-5005-1.1	
	6. Warehouse Inventory Control and Audit	Manage outflows and inflows of stocked items as well as shipment, loading and storage activities using inventory control systems, methodologies and tools	SCL-WMA-1006-1.1	SCL-WMA-2006-1.1	SCL-WMA-3006-1.1	SCL-WMA-4006-1.1	SCL-WMA-5006-1.1	
	7. Warehouse Performance Measurement	Identify key performance indicators and performance benchmarking in warehouses for optimal processes, customer relations activities, quality levels, asset usage and costs			SCL-WMA-3007-1.1	SCL-WMA-4007-1.1	SCL-WMA-5007-1.1	
	8. Warehouse Equipment Maintenance	Maintain Material Handling Equipment (MHE) and tools in warehouse operations		SCL-WMA-2008-1.1	SCL-WMA-3008-1.1	SCL-WMA-4008-1.1		
	9. Warehouse Facility Management	Manage policies and procedures for warehouse facility operations, including budgeting, security, safety and health requirements		SCL-WMA-2009-1.1	SCL-WMA-3009-1.1	SCL-WMA-4009-1.1		
	10. Warehouse Facility Security Control	Establish risk analysis, physical and personal security, access control, emergency response and disaster recovery in warehousing operation		SCL-WMA-2010-1.1	SCL-WMA-3010-1.1	SCL-WMA-4010-1.1	SCL-WMA-5010-1.1	
	11. 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		SCL-WMA-2011-1.1	SCL-WMA-3011-1.1	SCL-WMA-4011-1.1	SCL-WMA-5011-1.1	
	12. Cross Docking	Transfer inbound materials, goods and products from receiving docks to shipment docks for outbound deliveries	SCL-WMA-1012-1.1	SCL-WMA-2012-1.1	SCL-WMA-3012-1.1			

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Workplace Safety and Health	1. Warehousing or Cargo-related OSH Management	Manage warehouse or cargo-related OSH objectives and targets in compliance to regulatory requirements		SCL-OSH-2001-1.1	SCL-OSH-3001-1.1	SCL-OSH-4001-1.1	SCL-OSH-5001-1.1	
	2. Environmental Protection Management	Establish policies and procedures for sustainable environment practices covering green procurement, gas emissions, disposal methods, product quality standards and regulatory compliance		SCL-OSH-2002-1.1	SCL-OSH-3002-1.1	SCL-OSH-4002-1.1	SCL-OSH-5002-1.1	
	3. Hazardous Materials Identification System (HMIS) Administration	Establish procedures and documentation using HMIS for control and audit	SCL-WSH-1003-1.1	SCL-WSH-2003-1.1	SCL-WSH-3003-1.1	SCL-WSH-4003-1.1		
	4. Dangerous Goods Management	Perform specialized services covering dangerous goods operations for regulatory compliance and customer requirements	SCL-WSH-1004-1.1	SCL-WSH-2004-1.1	SCL-WSH-3004-1.1	SCL-WSH-4004-1.1		



Building Inclusivity



Collaboration



Communication



Customer Orientation

INTERACTING WITH OTHERS



Developing People



Influence

SKILLS
TO BUILD
SKILLS



Creative Thinking



Adaptability

THINKING CRITICALLY

STAYING RELEVANT



Decision Making



Problem Solving



Digital Fluency



Global Persepective



Sense Making



Transdisciplinary Thinking



Learning Agility



Self Management



Technical Guide on Using the Philippine Skills Framework

The Philippine Skills Framework (PSF) is a comprehensive and adaptive system that provides very robust industry validated guides for human resource practitioners and educators to develop in-house or public competency development programs.

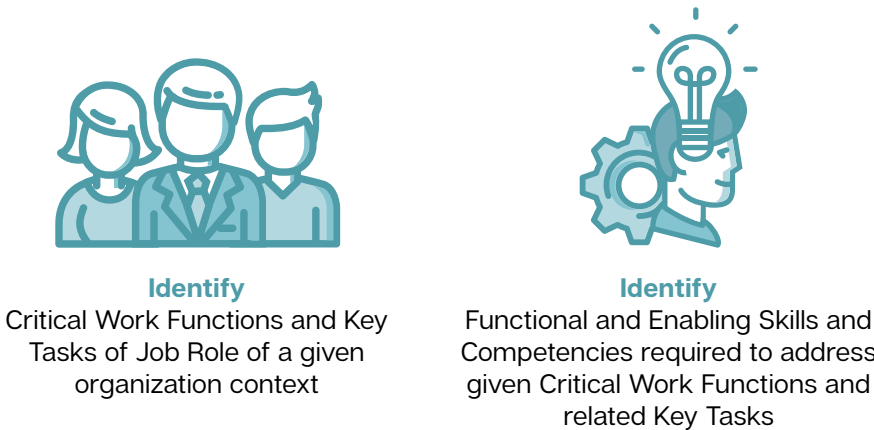
This technical guide provides a brief on how to use the PSF-SCL to establish performance requirements by human resource practitioners. It also gives educators a handle on how to use the PSF to develop curriculum outlines for subsequent development of training programs. More information will be provided through industry engagement sessions.

PART 1 Establish Performance Requirements for Job Roles

How can a human resource practitioner utilize the Philippine Skills Framework for hiring, training, and developing performance requirements and identify skills gaps?

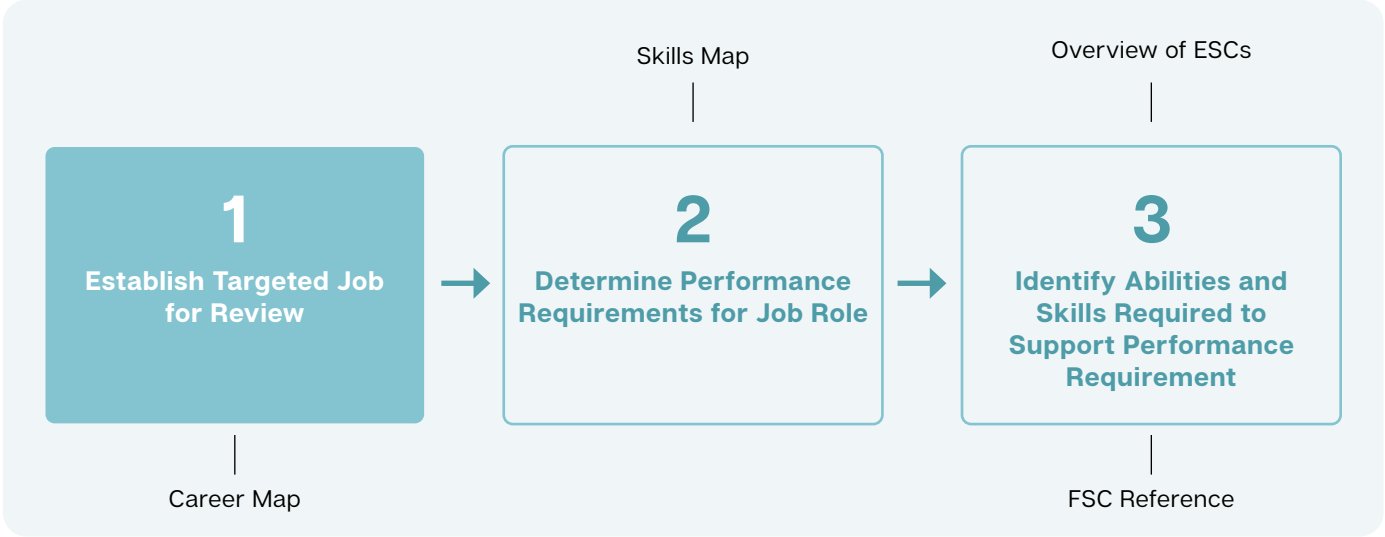
In an ever changing and fast-paced economy, establishing performance requirements, abilities and skills for job roles are very essential. Utilizing the PSF will help an organization to have a systematic process that can be used to identify the candidates or applicants and match their abilities to the job requirements to demonstrate their right fit for the job. Moreover, by using the PSF, you can build a robust talent selection foundation where your organization can reap benefits that will drive organizational success. On the other hand, organizing proper training and development sessions for employees must also be done for them to acquire new skills, sharpen existing ones, and become better leaders to ensure relevance of skills currently needed by the industry and for the future economy.

Determining Performance Requirement and Skills for Job Roles



It is important to be able to identify Critical Work Functions and Key Tasks of a given Job Role of specific organizational context. After, it is then essential to identify the Functional Skills and Competencies (FSC) and Enabling Skills and Competencies (ESC) required to address given Critical Work Functions and related key tasks.

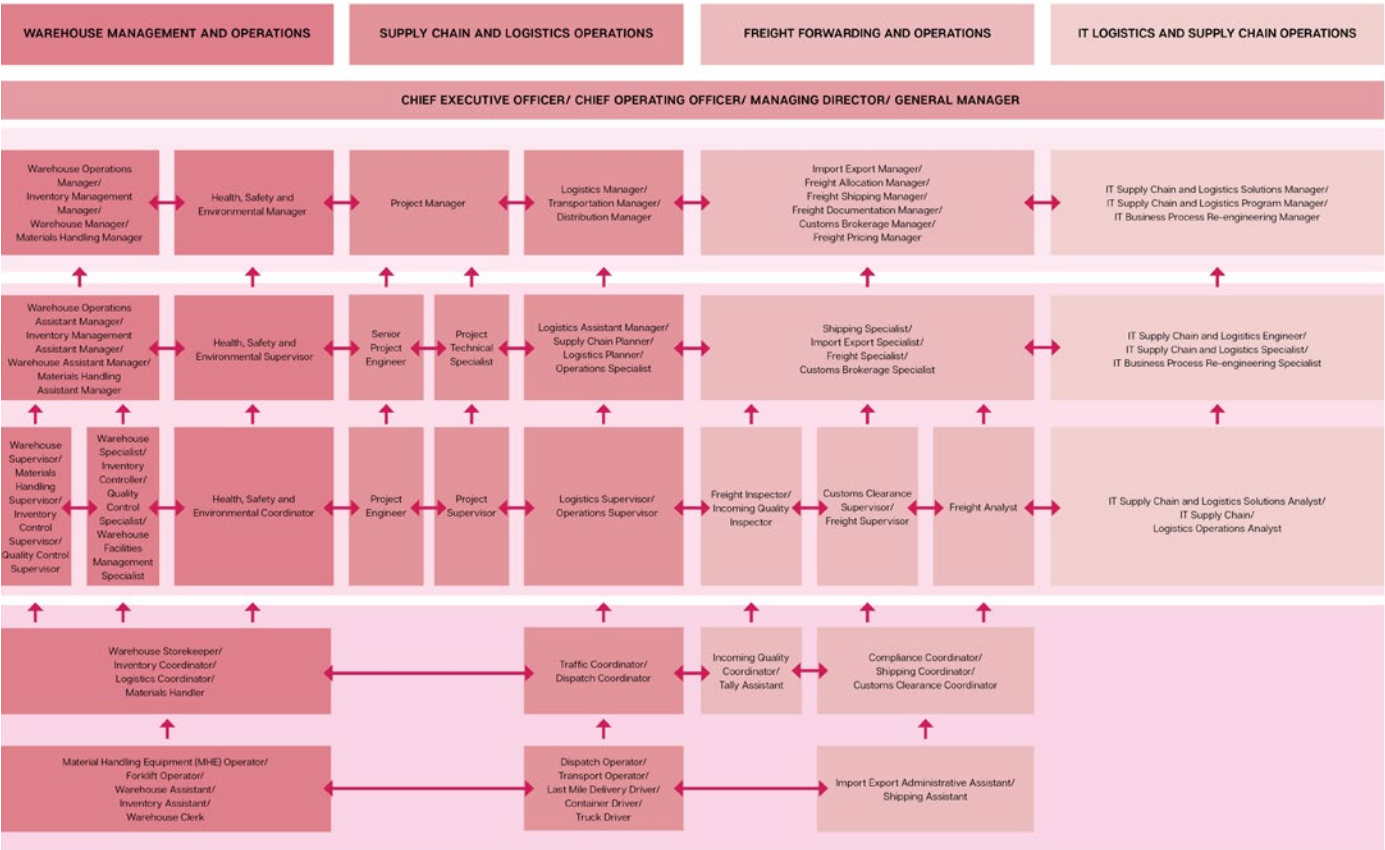
Step 1: Gather Critical Job Information for Defining Job Roles



To be able to gather critical job information for defining job roles, first you need to review how to establish targeted jobs by means of identifying what job roles are needed in a certain organization. Thus, knowing the actual employment needs ensure the positive outcome which will help an employer find a suitable candidate, and reach short-term and long-term company goals.

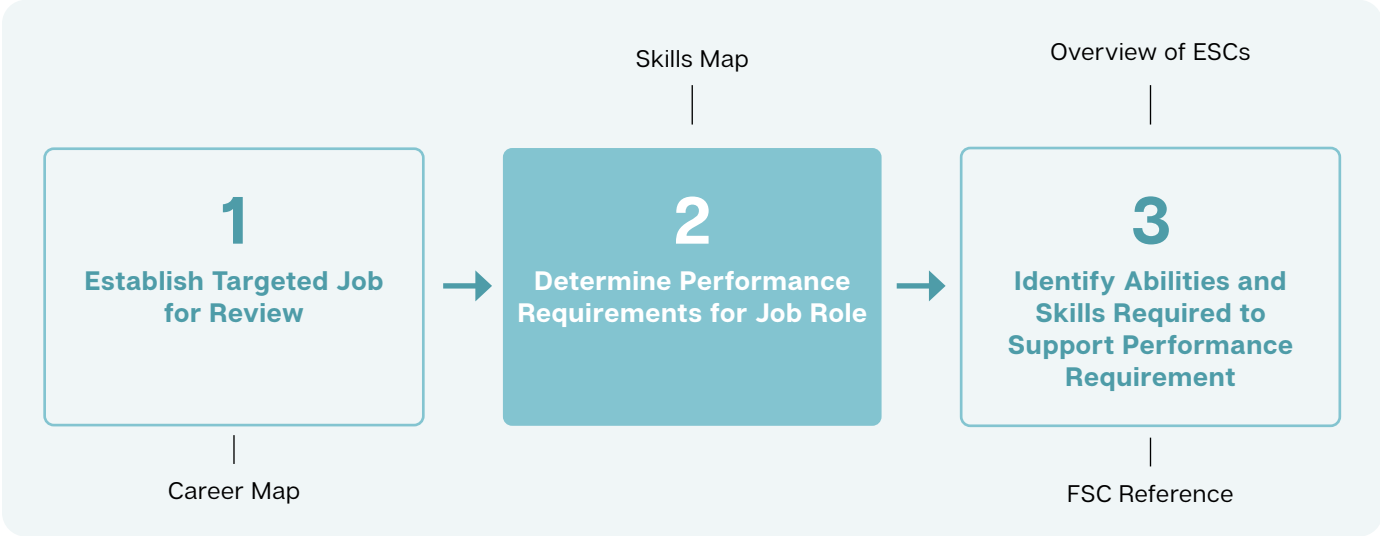
This analysis process can be supported with the use of the Career Map, which forms the first important document of the PSF.

Skills Framework for Supply Chain and Logistics Career Map (Version 1.0)



The Career Map provides various information: industry sector; sub-sectors or tracks; job grades; and the job roles themselves. In this case, the industry is the Supply Chain and Logistics Sector. The four sub-sectors that are depicted as four verticals are Warehousing Operations and Management; Supply Chain and Logistics Operations; Freight Forwarding Operations; and IT Logistics and SC Operations. The horizontal bands represent the job grades or occupations. From top to bottom, they represent 1) Management, 2) Executive / Professional, 3) Specialist, and 4) Assistant / Technician job or occupational grades. Within the Career Map are the different job roles and their equivalents within the various tracks. The arrows show how someone can move between the job roles (horizontal mobility) and vertical arrows show vertical progression.

Step 2: Gather Critical Job Information for Determining the Job Performance Requirement



As an employer, you need to evaluate profoundly the skills and performance abilities of the person whom you are trying to hire. His/Her skills and experiences must be aligned to the job role needed. Determining the performance requirements for a job role are helpful because they provide a clear understanding of what the duties and responsibilities for a particular position are. This is helpful not just for applicants interested in the role, but also for management to better determine the actions needed to achieve organizational goals.

Determining Performance Requirements

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

Occupation: Warehouse Operations Technician

The Material Handling Equipment (MHE) Operator/Forklift Operator/Warehouse Assistant/Inventory Assistant/Warehouse Clerk 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/She is expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Perform Warehousing Tasks	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 Cargo and/or Material Handling and Delivery Tasks	Perform warehouse operations in accordance with 5S (sort, set, shine, standardize, sustain) techniques
		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
Skills and Competencies	Functional Skills and Competencies	
	Cargo Issuance and Dispatch	Level 2
	Cargo Lifting	Level 1
	Container Loading and Unloading Administration	Level 1
	Cross Docking	Level 2
	Dangerous Goods (DG) Management	Level 1
	Equipment Maintenance	Level 2
	Livestock Cargo Administration	Level 1
	Material Handling Equipment (MHE) Handling	Level 3
	Risk Management and Administration	Level 1
Enabling Skills and Competencies (Top)	Enabling Skills and Competencies (Top)	
	Problem Solving	Basic
	Communication	Basic
	Collaboration	Basic
	Customer Orientation	Basic
	Decision Making	Basic
	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

Continue to next page

The Skills Map, which corresponds to each 'box' of the Career Map, provides the tool and guide to determine performance requirements. It consists of the job role, the job description, the critical work functions, and the key tasks required of that specific job role. The key tasks are specific actions that make up the critical work functions. Each key task will need specific Functional Skills and Competencies (FSCs) to perform the task well, as well as Enabling Skills and Competencies (ESC) to address the more interpersonal and personal management situations. The skills and competencies have different proficiency levels, which also correspond with the job levels.

e.g. Warehouse Assistant

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

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		Assist in application of methods and techniques to manage time and temperature sensitive cargo
Skills and Competencies	Functional Skills and Competencies	
	Cargo Issuance and Dispatch	Level 2
	Cargo Lifting	Level 1
	Container Loading and Unloading Administration	Level 1
	Cross Docking	Level 2
	Dangerous Goods (DG) Management	Level 1
	Equipment Maintenance	Level 2
	Livestock Cargo Administration	Level 1
	Material Handling Equipment (MHE) Handling	Level 3
	Risk Management and Administration	Level 1
Enabling Skills and Competencies (Top)	Enabling Skills and Competencies (Top)	
	Problem Solving	Basic
	Communication	Basic
	Collaboration	Basic
	Customer Orientation	Basic
	Decision Making	Basic
	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

Review the description of the Critical Work Functions and Key Tasks to describe desired job performance

Using the skills map as a guide and by looking at the job role, one will be able to identify the position needed; and aligning with the job role description provided, these can become useful communication tools to tell employees exactly what tasks you expect them to perform. For hiring managers, you can use the job description and contextualize it for your own organization's job requirements. The critical work functions and appropriate key tasks can be adapted for use in job advertisements as well.

Select relevant **Critical Work Functions** and **Key Tasks from the Skills Map** for inclusion in the job requirement determination template below.

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

Occupation: Warehouse Operations Technician

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

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		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 Technology Application Tasks	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
		Assist in application of latest technology to improve operations in own work areas
	Perform Safety and Health Tasks	Operate technology or electronic tools and devices
		Work with team members to support technology projects
		Perform OSH activities to ensure personal compliance to requirements
		Highlight OSH shortcomings in existing processes
		Perform safety and health risk assessment
	Perform Business Continuous Improvement Activities	Maintain safety, health and operational quality standards
		Report OSH incidents
		Perform activities to improve quality of Warehouse Management and Operations services

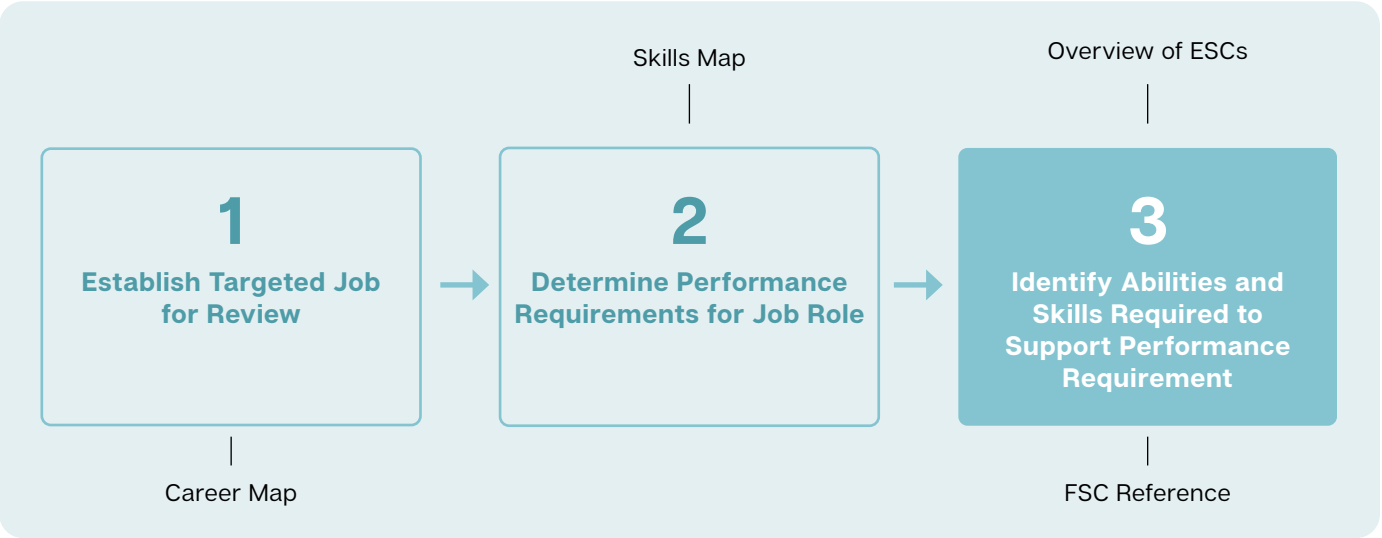


Job Requirement for Warehouse Assistant

Critical Work Function (CWF)	Key Task	Performance Requirement/ Expectation	Abilities and Skills Required
e.g. Perform warehousing tasks	Perform loading, unloading, and arranging of warehouse cargo and items	Loading lists are checked for correctness. Load items carefully. Arrange items appropriately.	FSC Cargo Issuance and Dispatch (L2) Cargo Lifting (L1) Material Handling Equipment handling (L3) ESC Problem Solving (Basic) Communication (Basic)

Based on the relevant Critical Work Functions and Key Tasks you can indicate the specific organizational performance requirements or expectations. Appropriate or relevant functional and enabling skills and competencies can then be selected from the list of FSCs and ESCs.

Step 3: Gather Critical Job Information for Specifying the Skills and Competency Requirement



You need to review the skills and competencies (FSCs and ESCs) to identify what is required to support the job performance where the level of technical skills and competencies are also specified. Functional Skills and Competencies (FSCs) are more technical in nature while Enabling Skills and Competencies (ESCs) are usually the core, critical, essential or soft skills, or what we term as Skills to Build Skills.

Identifying Skills and Competencies to Support Performance Requirement

Select relevant FSCs and ESCs from the Skills Map to support specific Key Task in the job requirement determination template below.

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Issuance and Dispatch	Level 2	Problem Solving	Basic
	Cargo Lifting	Level 1	Communication	Basic
	Container Loading and Unloading Administration	Level 1	Collaboration	Basic
	Cross Docking	Level 2	Customer Orientation	Basic
	Dangerous Goods (DG) Management	Level 1	Decision Making	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		



Job Requirement for Warehouse Assistant

Critical Work Function (CWF)	Key Task	Performance Requirement/ Expectation	Abilities and Skills Required
e.g. Perform warehousing tasks	Perform loading, unloading, and arranging of warehouse cargo and items	Loading lists are checked for correctness. Load items carefully. Arrange items appropriately.	FSC Cargo Issuance and Dispatch (L2) Cargo Lifting (L1) Material Handling Equipment handling (L3) ESC Problem Solving (Basic) Communication (Basic)

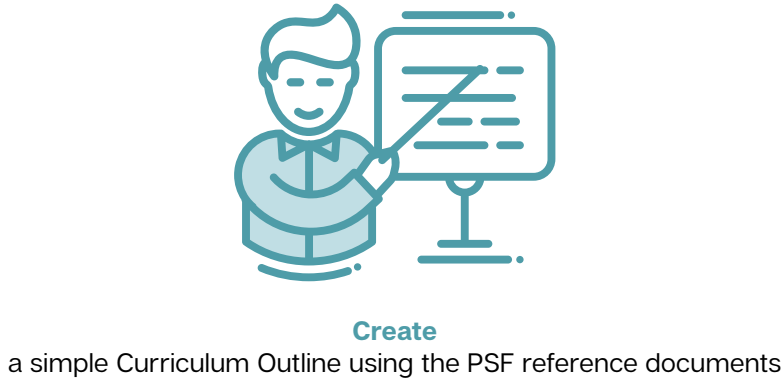
Upon completion of the three steps, you would have successfully developed a well-defined and well-scoped job requirement for a specific job role of your organization. This job requirement document can then be used for preparing the job advertisement; or preparing the selection process; and even for hiring purposes (e.g. preparing the employment agreement). It can also be used by the educator to develop industry- or company-specific training programs based on the PSF.

PART 2

Develop a Program or Curriculum Outline from Skills Framework

The Philippine Skills Framework (PSF) is also especially useful for the Academe to develop curricula and/or realign existing curricula to industry requirements. The current best-practices of Academe in developing industry-relevant curricula are tedious – they usually involve a faculty team having to first develop the curricula based on internal academic syllabus and teams; and then convening an industry panel to validate the curricula. The latter process is very cumbersome, as many faculties do not have good industry connections. Even so, if every faculty and academe were able to reach out to the industries, there might be engagement-fatigue experienced by the industry stakeholders, and consequent hesitance, if not resistance. The PSF is designed to provide that industry skills language that any academe can use to develop industry-aligned curricula, since the PSF communicates directly what the industries are looking for. This significantly reduces the time needed to develop industry-relevant curricula.

How can Academe Develop a Curriculum Outline Using PSF



You can create a simple curriculum outline, and thereafter, develop an expanded curriculum, using the Philippine Skills Framework as reference.

What is a curriculum?

It is necessary to first understand first what a curriculum is. These definitions are a collection of some of the more familiar definitions of what a curriculum is:

... is a structured series of intended learning outcomes. Curriculum prescribes (or at least anticipates) the results of instruction.

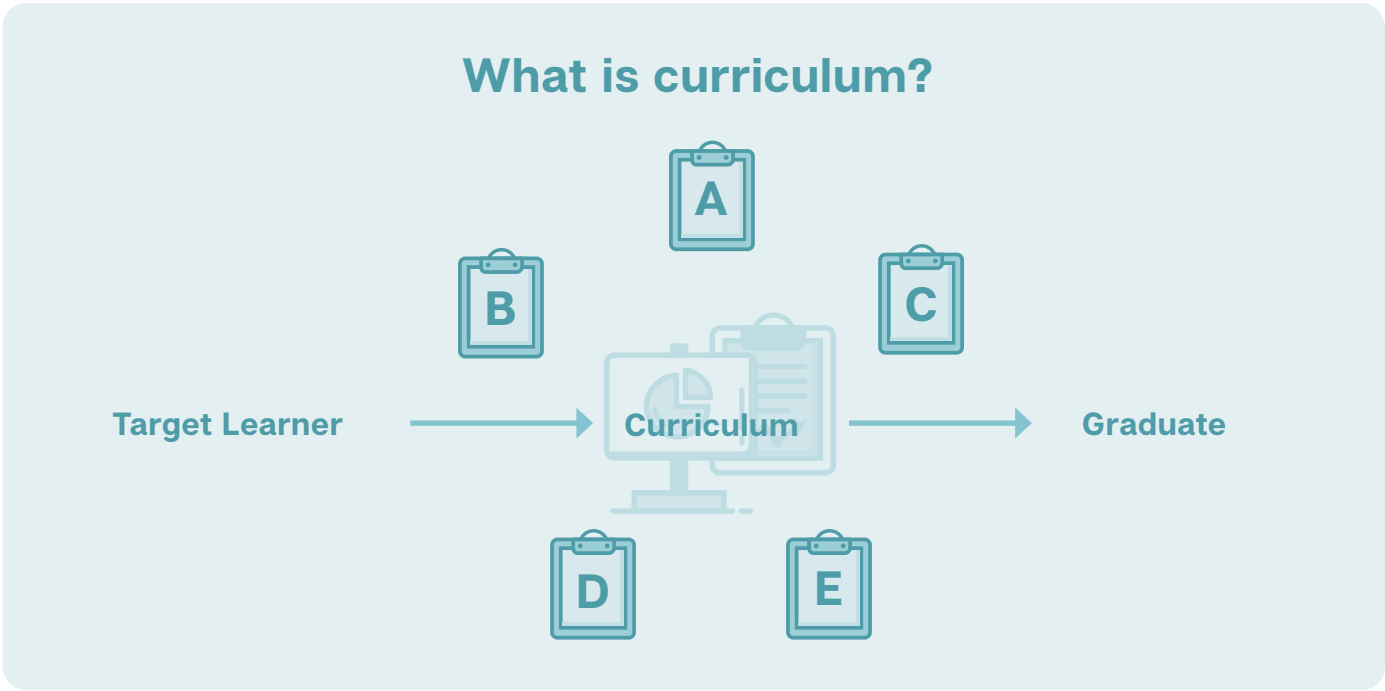
– Johnson, 1967

...refers to all the planned learning opportunities offered to learners by the educational institution and the experiences learning encounter when the curriculum is implemented.

– Print, 1993

...is conceived of as a series of planned events that are intended to have educational consequences for one or more students.

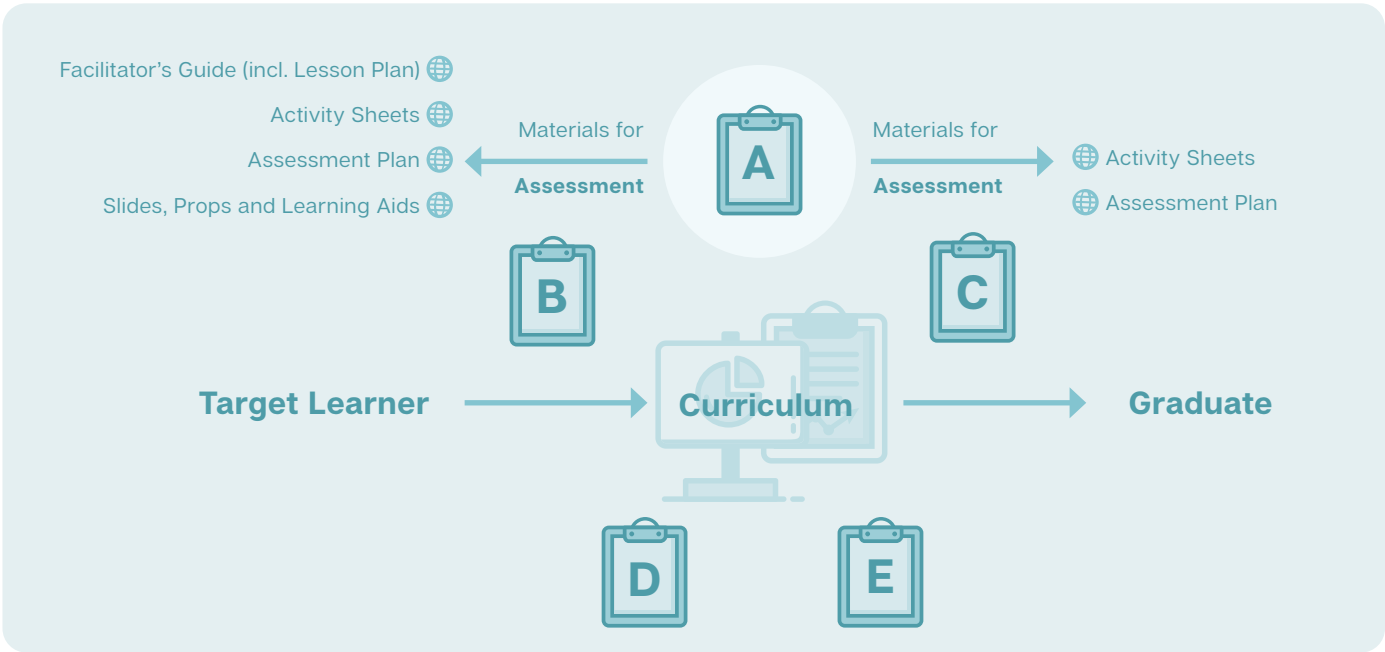
– Eisner, 2002



Basically, a curriculum is the combination of instructional practices, learning experiences, and students' performance assessment that are designed to bring out and evaluate the target learning outcomes of a particular course. It is essential to both teacher and student because it will serve as the fundamental guide of the teacher to be able to teach and make his/her target learners graduate with sufficient knowledge and skills which they can use in the future.

What is Instructional Design?

It is necessary to first understand first what a curriculum is. These definitions are a collection of some of the more familiar definitions of what a curriculum is:



Basically, instructional design is the creation of learning experiences and materials in a manner that result in the acquisition and application of knowledge and skills. These materials include the facilitator's guide or the lesson plans, activity sheets, learner's guide, and even slides, props and learning aids for the delivery of the lesson. On the other hand, activity sheets and assessment plans are used for assessment. These basic materials are essentially needed to develop content, experiences, and other solutions to support the acquisition of new knowledge or skills.

Using ADDIE with PSF On Curriculum Design

A

NALYSIS

D

ESIGN

D

EVELOPMENT

I

MPLEMENTATION

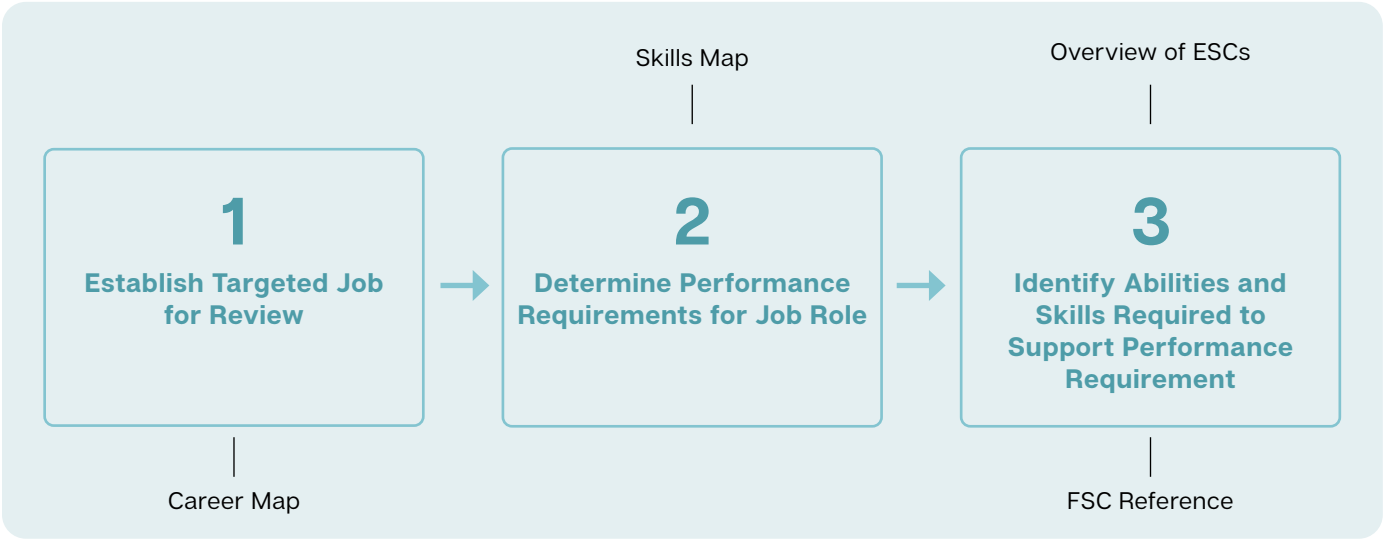
E

VALUATION

ADDIE is a holistic impact-oriented methodology which can be implemented with the PSF. In the ADDIE model, the analysis phase looks at analyzing the learning needs of the learners based on the knowledge and skills required for the task or function to be done, as well as the profile of the learner. This will be followed by design of the curriculum, which will focus on the pedagogy to transmit the contents. Development phase refers to organizing and developing the courseware which can then be implemented or delivered. Evaluation is a post-training phase which serves to gauge the output of the training. ADDIE is an acronym for Analysis, Design, Development, Implementation, and Evaluation.

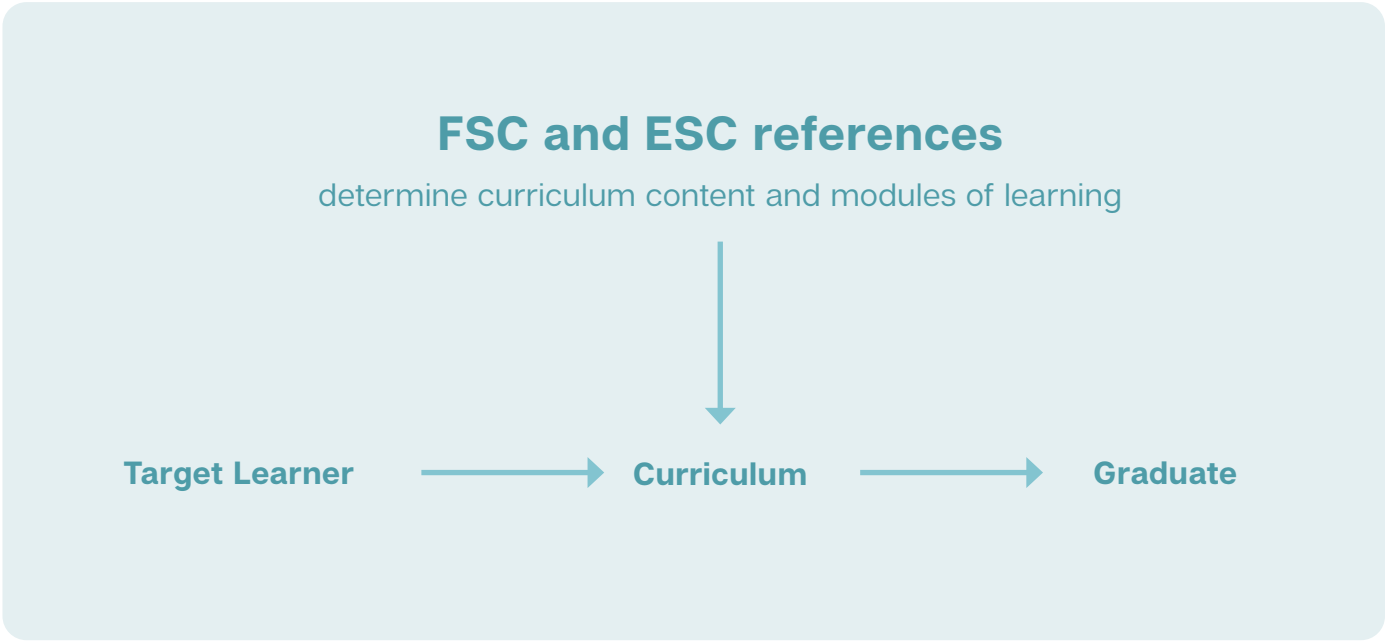
PSF Documents Can Be Used During the Analysis Phase

Step 1: Gather Critical Job or Content Information for Curriculum Development



The PSF documents can be used during the Analysis Phase of ADDIE to gather critical job information for curriculum development. The documents will provide curriculum designers with industry relevant skills information. Similar to how a human resource practitioner were to use the Career Map and Skills Map to gather information of a specific job role, a curriculum developer can make use of these documents to gather macro-perspectives of the job requirements and decide how the entry and exit (graduate) requirements would look like. This is known as the Learner Profile and Graduate Profile, respectively. The curriculum is expected to improve or enhance the profile of the learner.

Step 2: Decide What the Learner Will Become/Be Able to Perform as a Result of Completing the Curriculum



Skills Map and FSC references
Develop graduate profile + Determine level of learning to be attained (Qualification Level)

Having determined the Graduate Profile of the Learner, the FSC and ESC references can be used to provide the vital link between the industry and the academe. Curricula that meet the industry requirements will equip the graduates with skills that match the needs of industry. The Proficiency Levels indicated in the Skills Map show the Level that the learner is expected to possess after going through the curriculum for a specific FSC, such that he/ she can perform the task to expectation.

To help the Developer decide what the learner should become or graduate with, the following curriculum structure can be used:

Features	Questions to Ask	PSF Reference
Graduate Profile / Curriculum Outcome	As a result of completing the curriculum, what will the learner become/ be able to perform?	Skills Map ESC References ESC Description
Determine Content and Modules	What are the contents to be learnt? What are the modules (units) of learning?	FSC References
Determine level of proficiency to be attained	What is the overall proficiency level and which qualification level does it map to?	FSC References

*The above features are only part of the entire curriculum structure

It is often helpful to use the A.B.C.D approach to scope the outcome/purpose of the curriculum:

What does ABCD stand for:



Audience

- Describe the intended learner or end user of the instruction
- Often the audience is identified only in the 1st level of objective because of redundancy
- Example: The warehouse technician...

Behavior

- Describe learner capability
- Must be observable and measurable (you will define the measurement elsewhere in the goal)
- In the FSC document, it is the Skills Application statements
- The “behavior” can include demonstration of knowledge or skills in any of the domains of learning: cognitive, psychomotor, affective, or interpersonal
- Example: ... should be able to write a report...

Condition or Context

- Equipment or tools that may (or may not) be utilized in completion of the behavior
- Environmental conditions may also be included
- Example: ...given an oxygen wrench, regulator, and D tank with oxygen...

Degree

- States the standard for acceptable performance (time, accuracy, proportion, quality, etc)
- Example: ... without error.

Here is what a completed outcome/purpose statement for Warehouse Assistant in Logistics Sector could look like:

By the end of [name of program], [designation of target participants] will be equipped with knowledge and skills to [describe the knowledge and skills required for the desired job performance from Skills Map, FSC and ESC references]. In the program, they will foster attributes to become more [choose desirable qualities and attributes from Job Role of Skills Map].

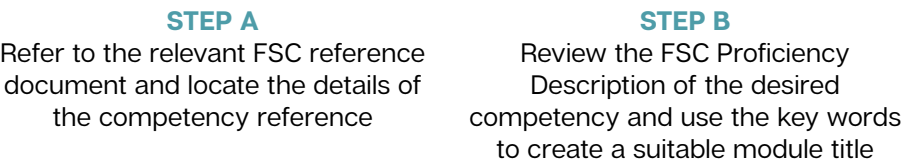
By the end of Professional Certificate in Basic Warehousing Operations, [A] Warehouse Assistants will be equipped with knowledge and skills to [B] fulfill [C] cargo issuance in a [D] timely and accurate manner; [B] coordinate with [C] internal and external parties to [D] dispatch the cargo; and [B] maintain [D] proper upkeep of [C] material handling equipment.

In the program, they will foster attributes to become more apt in problem-solving, collaboration and communication.

PSF Documents Can Be Used at the Development Phase

Step 3: Determine Module Titles and Contents for Curriculum Development

Here is how the Module Titles and Contents can be determined:



By referring to the relevant FSC reference document, the Developer can locate the details of the competency statements. The competencies are presented as six levels, from **basic (1) to advanced (6)**. The Proficiency Level Descriptors are the same descriptors as that for the Philippine Qualification Framework. This is to allow for subsequent ease of articulation of PSF certifications to PQF qualifications.

The Developer should reference the Underpinning Knowledge (UK) and Skills Application (SA) statements from the appropriate FSC and ESC Proficiency Levels. Note that since we are referring to competency-based programs, UKs should always be supported by SAs. The UKs and SAs can be clustered according to the Developer's formulation of the learning outcomes.

Review the FSC Proficiency Description of the desired competency

Locate the details of the competency reference

Material Handling Equipment (MHE) Handling

Operate mechanized material handling equipment including the movement, storage, control, and protection of materials, goods, and products.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-ESC-1001-1.1	SCL-ESC-2001-1.1	SCL-ESC-3001-1.1			
FSC Proficiency Description	Carry out operationalization and upkeep of MHE	Apply proper procedures to operationalize and upkeep MHE	Develop procedures for proper operationalization and upkeep of MHE			
Underpinning Knowledge	<ul style="list-style-type: none">Operationalization of general mechanical equipment and tools such as pallet trucks and forkliftsSafety precautions of operating equipment	<ul style="list-style-type: none">Rack, shelf and carousel proceduresTransport equipment such as conveyors, cranes, pallet jacks, forklifts, hand trucks and pallet trucksPositioning equipment such as hoists, balancers, and manipulatorsStorage and handling equipment such as stacking frames, sliding racks, and pallet racksWorkplace safety and health regulations	<ul style="list-style-type: none">Storage and upkeep procedures for MHEAutomated Storage and Retrieval System (ASRS), conveyor, and pick-to-light processesEquipment operating and control proceduresApproaches for equipment handling training			
Skills Application	<ul style="list-style-type: none">Follow procedures to operationalize mechanized equipment and toolsApply safety precautionary measures to operate mechanized equipment	<ul style="list-style-type: none">Support operationalization and handling of MHEApply innovative ideas to build good housekeeping cultureEnhance equipment operating proceduresImprove on safety checks for MHE and tools to ensure safety of users	<ul style="list-style-type: none">Develop MHE operating handbooksDeploy innovative ideas to build good housekeeping cultureImplement safety checks for MHE and tools to ensure safety of usersCollaborate with maintenance team to upkeep MHEDeploy and share techniques to reduce material damage and improve quality			

Use the keywords to create a suitable module title

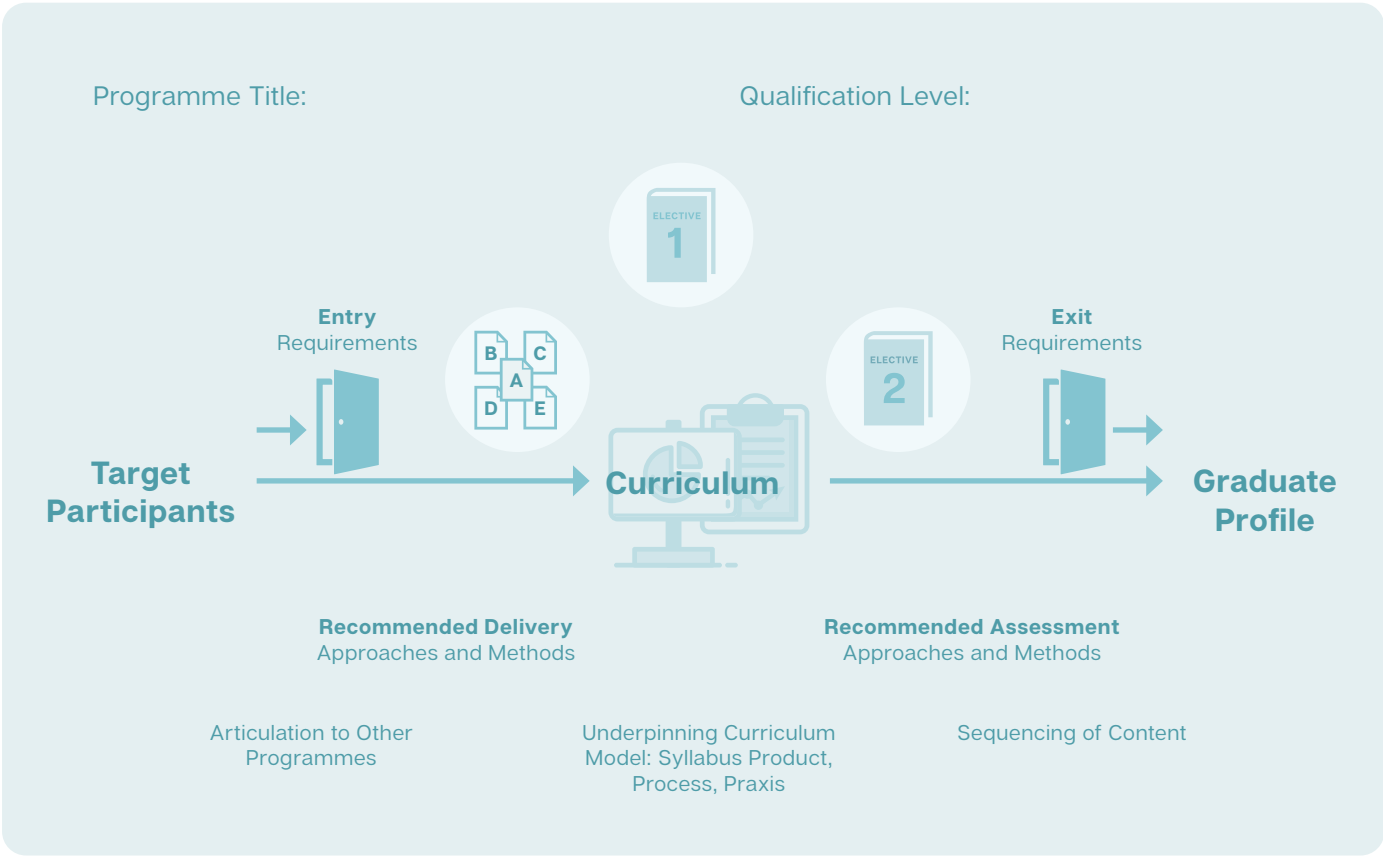
Use the keywords to create a suitable module title. For instance, the word “develop” has been used in the proficiency description under Level 3. The proficiency descriptor draws similar parallel to the Blooms Taxonomy descriptors, hence appropriate Verbs (Booms) can be selected to phrase the module title.

Here is an example using a module for Warehouse Assistant:

FSC Proficiency Description	Proposed Module Title
Material Handling Equipment Handling Level 3 Develop procedures for proper operationalization and upkeep of MHE	Develop MHE Operations and Upkeep Procedures
Cargo Issuance and Dispatch Level 2 Support development of guidelines for issuance and dispatch to relevant staff	Contribute Guidelines on Cargo Issuance

*The above features are only part of the entire curriculum structure

More Considerations are Required for a Complete Curriculum Development



To develop a full set of curricula with the associated contents requires much more resources and effort. Subject-matter-expertise is required to cluster the UKs and SAs into meaningful outcomes with appropriate contents. These will then have to be constructively aligned with the assessment criteria to assess the knowledge and skills transfer. There could also be articulation of modules to other programs to facilitate learning progression and mobility. All these are beyond the scope of this Technical Guide. More training programs will be introduced to equip the various stakeholders with the skills and knowledge to utilize the PSF to develop full sets of curricula and associated contents.

PSF Utilization SnapShot Review

Quick review – Analyze Performance Requirements

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

Occupation: Warehouse Operations Technician

The Material Handling Equipment (MHE) Operator/Forklift Operator/Warehouse Assistant/Inventory Assistant/Warehouse Clerk 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/She is expected to work with internal and external stakeholders to accomplish his/her work.

Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks
	Perform Warehousing Tasks	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 Cargo and/or Material Handling and Delivery Tasks	Perform warehouse operations in accordance with 5S (sort, set, shine, standardize, sustain) techniques
		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 Technology Application Tasks	Perform cargo consolidation activities
		Perform cross docking operations and shipment consolidation
		Perform transshipment and transloading operations
	Perform Safety and Health Tasks	Assist in application of methods and techniques to manage dangerous goods
		Assist in application of latest technology to improve operations in own work areas
		Operate technology or electronic tools and devices
	Perform Business Continuous Improvement Activities	Work with team members to support technology projects
		Perform OSH activities to ensure personal compliance to requirements
		Highlight OSH shortcomings in existing processes
		Perform safety and health risk assessment
		Maintain safety, health and operational quality standards
		Report OSH incidents
		Perform activities to improve quality of Warehouse Management and Operations services

Review the description of the Critical Work Functions and Key Task to describe desired job performance

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Cargo Issuance and Dispatch	Level 2	Problem Solving	Basic
	Cargo Lifting	Level 1	Communication	Basic
	Container Loading and Unloading Administration	Level 1	Collaboration	Basic
	Cross Docking	Level 2	Customer Orientation	Basic
	Dangerous Goods (DG) Management	Level 1	Decision Making	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		

Review the skills and competencies to identify what is required to support job performance

Quick review – Develop Curriculum Outline

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

Occupation: Warehouse Operations Technician

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

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Critical Work Functions	Key Tasks
Perform Warehousing Tasks	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, standardize, sustain) techniques
	Perform container stuffing and unstuffing operations

Purpose

Review the information from Skills Map and FSCs to determine the desired outcome i.e. graduate's being and doing

Material Handling Equipment (MHE) Handling

Operate mechanized material handling equipment including the movement, storage, control, and protection of materials, goods, and products.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	SCL-ESC-1001-11	SCL-ESC-2001-11	SCL-ESC-3001-11			
FSC Proficiency Description	Carry out operationalization and upkeep of MHE	Apply proper procedures to operationalize and upkeep MHE	Develop procedures for proper operationalization and upkeep of MHE			
Underpinning Knowledge	<ul style="list-style-type: none">Operationalization of general mechanical equipment and tools such as pallet trucks and forkliftsSafety precautions of operating equipment	<ul style="list-style-type: none">Rack, shelf, and carousel proceduresTransport equipment such as conveyors, cranes, pallet jacks, forklifts, hand trucks and pallet trucksPositioning equipment such as hoists, balancers, and manipulatorsStorage and handling equipment such as stacking frames, sliding racks, and pallet racksWorkplace safety and health regulations	<ul style="list-style-type: none">Storage and upkeep procedures for MHEAutomated Storage and Retrieval System (ASRS), conveyor, and pick-to-light processesEquipment operating and control proceduresApproaches for equipment handling training			
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FSC Reference

e.g. Materials Handling Equipment Handling - Level 3

Knowledge
Storage and upkeep procedures for MHE

Abilities
Implement MHE operating handbooks...

Qualification Level

Use proficiency level description to determine suitable PQF qualification level

Subject Matter

Use the knowledge and abilities statements to identify critical topics and subjects

Acknowledgements

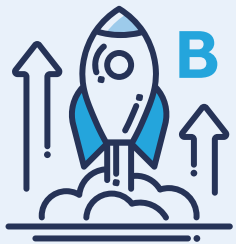
This Philippine Skills Framework–Supply Chain and Logistics was produced by referencing the Singapore Skills Framework. The Department of Trade and Industry (DTI) provided the guidance and the following sprint teams collaborated to make it all happen!

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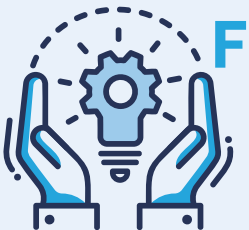
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- Alliance of Concerned Trucker Owners and Operators
- Alliance of Container Yard Operators of the Philippines
- Association of International Shipping Lines, Inc.
- Association of Off-Dock-CFS Operators of the Philippines
- Chamber of Customs Brokers, Inc.
- Cold Chain Association of the Philippines
- Confederation of Truckers Association of the Philippines
- Customs Bonded Warehouse Operators Confederation, Inc.
- Inland Haulers and Truckers Association Corporation
- Philippine Institute for Supply Management
- Philippine Liner Shipping Association
- Philippine Multimodal Transport and Logistics Association Inc.
- Port Users Confederation of the Philippines
- Supply Chain Management Association of the Philippines
- United Port Users Confederation of the Philippines Inc.

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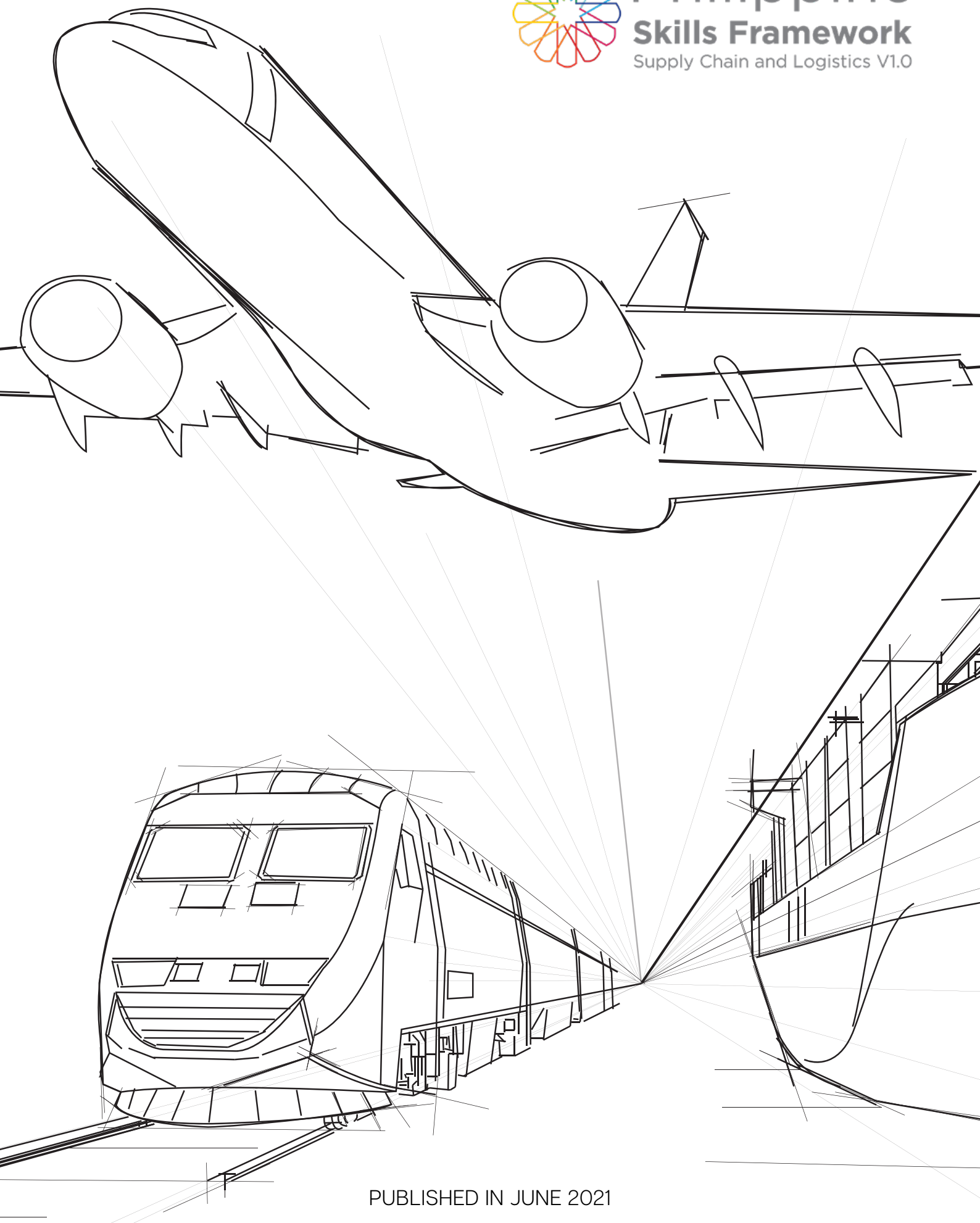


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