



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement

OCCUPATIONAL STANDARD

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

Position:	POSTAL & COURIER SERVICE MANAGER
Description of Position (As defined by the CSCSC Stakeholder Community)	<i>Postal & Courier Service Managers plan, organize, direct, manage, evaluate and are responsible for the budget, customer service, and operational activities of an organization that provides postal and / or courier services.</i>
Position Development	Advancement to senior management positions is possible through progressively responsible positions and management experience.
Required Qualifications:	(Education, Training, Related Work Experience)
Education	A bachelor's degree or college diploma is usually required; however, a combination of related postal or courier service training and experience may be considered an equivalent.
Training	Candidates generally need some on-the-job training, but typically organizations require that the individual will already have the required skills, knowledge, work-related experience, and/or training.
Related Work Experience	Several years of experience related to the operations of postal or courier related organizations and familiarity with operating computerized systems are required.
Tasks:	
Postal & Courier Service Managers perform <i>some or all</i> of the following tasks	<ul style="list-style-type: none"> • Plan, organize, direct, manage, evaluate and are responsible for the budget, customer service, and operational activities of an organization that provides postal and / or courier services • Develop, implement, and manage departmental policies, procedures, standards and strategies • Comply with and maintain knowledge of applicable rules, regulations (e.g. health and safety, etc.), standards, and best practices • Ensure postal and / or courier activities support and strengthen the strategic objectives of the overall organization • Confer with management and staff coordinating postal and / or

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	<p>courier activities</p> <ul style="list-style-type: none"> • Develop and measure key performance indicators to determine and improve the effectiveness of postal and / or courier activities • Maintain current and technical skills and apply new knowledge to management tasks for the improvement of postal and / or courier operations • Analyze postal and / or courier operational information and evaluate the results to choose the best resolutions and alternatives to operational challenges • Resolve customer complaints and answer customers' questions regarding organizational policies and procedures • Prepare or oversee the preparation of reports and statistics related to postal and / or courier activities and operations for upper management • Provide postal and / or courier personnel with guidance in handling difficult or complex problems and in resolving escalated complaints or disputes • Interview, select, coach, train, instruct, manage, and appraise the performance of associated postal and / or courier personnel and mentor select staff • Maintain effective employee relations • Design and implement team building exercises • Develop and maintain constructive and cooperative working relationships with all stakeholders • Perform and / or direct day to day administrative tasks • Communicate information to all stakeholders using the appropriate communication method
Tools and Technology:	
	<ul style="list-style-type: none"> • Computer Hardware and Associated Software and Systems (i.e. project management, spreadsheet, word processing, presentation, accounting, document management, human resources, financial planning, database user interface and query, electronic mail, internet browser) • Communication Devices
Required Competencies:	(Knowledge, Skills, Personal Attributes)
Knowledge	A Postal & Courier Service Manager should have knowledge of supply chain, applicable laws and regulations, customer and personnel

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	service, administration and management, the English Language, other languages as required, mathematics, education and training, clerical, personnel, and human resources, relevant tools and technology, and economics and accounting.
Skills	A Postal & Courier Service Manager should have the following skill sets: negotiation, persuasion, supervisory, active listening, speaking, reading comprehension, critical thinking, analytical thinking performance monitoring, time management, management of personnel resources, judgment and decision making, problem solving, project management, mathematics, presentation, operations analysis, social awareness, and empathy.
Personal Attributes	(Abilities, Work Values, Work Styles)
Abilities	The following abilities are important to the role of a Postal & Courier Service Manager: oral expression and comprehension, speech clarity and recognition, written expression and comprehension, inductive and deductive reasoning, and problem sensitivity.
Work Values	Individuals who will succeed in this position: <ul style="list-style-type: none"> • empower employees to work collaboratively, but also independently with the ability to make decisions; • embrace progressive opportunities and good working conditions that are health and safety conscious; • offer supportive management; and • empower employees to provide service to others and work with co-workers in a friendly environment.
Work Styles	The following work styles are attributable to a Postal & Courier Service Manager: dependability, attention to detail, cooperation, stress tolerance, persistence, initiative, leadership, adaptability / flexibility, self-control, integrity, independence, and cooperation.

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<p>Essential Skills Profile:</p>	<p>Essential Skills are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. For more detailed essential skills profiles please refer to the ESDC website: http://www.esdc.gc.ca/eng/jobs/les/index.shtml</p> <p>The Employment and Social Development Canada (ESDC) Essential Skills Profiles focused on occupations requiring a secondary school diploma or less and on-the-job training. As such a formal Essential Skills Profile for the occupation of Postal & Courier Service Manager has not yet been created by ESDC.</p> <p>The following section contains essential skills information identified in existing occupational standards and classified using the nine Essential Skills categories. Note that the content is not associated with ESDC and the Essential Skills Profiles.</p>
<p>Reading Text</p>	<ul style="list-style-type: none"> • Frequently read text in both print and non-print media <ul style="list-style-type: none"> ✓ trade magazines ✓ newsletters ✓ periodicals ✓ contracts ✓ collective agreements ✓ resumes ✓ performance reports ✓ staff schedules ✓ meeting minutes ✓ requests or complaints • Read and interpret dense and complex texts, and have the ability to make high-level inferences using specialized knowledge <ul style="list-style-type: none"> ✓ financial statements and reports ✓ policies and procedures ✓ trade terms ✓ international standards ✓ regulations ✓ instructional and managerial technique products • Frequently read paragraph length text in charts, tables and graphs
<p>Document Use</p>	<ul style="list-style-type: none"> • Documents produced and/or used may include price tables, purchase requisition / order forms, mail and parcels reports, invoices, work and delivery schedules, mail and parcel labels, warning and information signs, maps, accounting and financial statements, various administrative forms, etc., in both print and non-print media • Must be able to read simple to complex documents in which considerable inference may be required

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	<ul style="list-style-type: none"> Specialized knowledge of the content of the document may be required; multiple pieces of information from multiple sources are synthesized; the quality of information may be evaluated for accuracy and omissions
Writing Skills	<ul style="list-style-type: none"> Write notes to senior management regarding postal and/or courier department performance, to document problems requiring attention, requests for resources, etc. Write postal and courier policies and procedures Write on a variety of topics including company policy, postal and courier operational and service challenges, as well as responses to inquiries and / or complaints Write performance evaluations Revise writing of others for factual accuracy, grammar, spelling and effectiveness Write reports to stakeholders – reports may contain for example, a monthly evaluation or a situational analysis and recommendations
Numeracy	<ul style="list-style-type: none"> Apply financial math/money math Apply scheduling, budgeting and accounting math Apply measurement and calculation math Apply data analysis math Utilize numerical estimation
Oral Communication	<ul style="list-style-type: none"> Provide clear and concise direction and instructions to staff and other departments Professional communications with clients, customers, staff, and colleagues using a variety of communications devices and media Exchange information with other managers and senior management Communicate on staffing related matters Conduct staff meetings and make presentations Communicate during high stress situations (e.g. missing or lost deliveries, health and safety incidents, etc.)
Thinking Skills	(Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information)
Problem Solving	<ul style="list-style-type: none"> Engage in dispute management and resolve customer and staff complaints Apply broad knowledge of supply chain and customer service when problem solving Address operational and service related challenges using the appropriate problem-solving and investigation methods Identify problems with the implementation of procedures, and take

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	<p>the appropriate action to deal with them</p> <ul style="list-style-type: none"> • Adapt negotiation strategies to cope with new circumstances or issues that arise • Identify practical solutions when work is backlogged through prioritization and rationalization exercises
Decision Making	<ul style="list-style-type: none"> • Decisions are made in line with the operational and service strategy of the organization • Make decisions with market, economic, social, and political environments taken in to account • Make customer service-based conflict resolution decisions • Make decisions about staffing requirements • Allocate specific work activities to self, employees and others such as contractors or subcontractors.
Job Task Planning and Organizing	Liaison with staff, other management, and customers as needed to co-ordinate postal and/or courier management activities.
Significant Use of Memory	<ul style="list-style-type: none"> • Remember the objectives and vision of the organization • Remember the policies and procedures of the organization • Remember applicable standards and regulatory requirements
Finding Information	<ul style="list-style-type: none"> • Search databases to find customer, mail and parcel information, details of complaints, service resolutions and agreements, etc. • As applicable, obtain information on regulations and standards • Find information for budgeting purposes
Working with Others	Postal & Courier Service Managers are generally self-directed and work as part of a broader team. They provide encouragement and support to team members and assist them in achieving their personal work objectives, the team work objectives, and provide recognition when objectives have been achieved. They often will consult with relevant colleagues for their views, concerns and issues related to operational and service management.
Continuous Learning	Enhanced learning may be acquired as part of regular work activity, through training offered in-house, through reading or other forms of self-study, or through off-site training. Ongoing learning occurs through participation in professional organizations, seminars, formal courses, conferences and trade shows. Skills may be upgraded by taking management classes through educational institutions and training providers.
Additional Information	(Physical Aspects, Attitudes)

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Physical Aspects	A Postal & Courier Service Manager works extensively in an office environment; however may also be required to partake in outside travel - sitting for long periods of time, with repetitive computer and telephone use. Occasionally there could be heavy lifting, bending, or stooping required by a Postal & Courier Service Manager.
Attitudes	Attitudes of a Postal & Courier Service Manager include a strong commitment to leadership and management. A Postal & Courier Service Manager should have excellent interpersonal, negotiation, and conflict resolution skills. Furthermore, excellent planning and organizational abilities are required. Flexibility and exhibited awareness of, and sensitivity to other cultures are considered an asset as a Postal & Courier Service Manager may work with diverse groups, individuals, and interests.
Future Trends Affecting Essential Skills:	Knowledge of international trade law, the ability to speak more than one language, and an awareness of and sensitivity to the diversity of international cultures is considered a growing need in the face of increasing globalization. Furthermore, an understanding of the principles of sustainability as they relate to environmental, social, and corporate governance issues is of increasing importance.

Government of Canada Defined - Related NOC Code & Description	<p>0132 Postal and Courier Services Managers</p> <p>Postal and courier services managers plan, organize, direct, control and evaluate the activities and operations in postal facilities and in establishments that provide courier services. They are employed by Canada Post Corporation and by courier companies.</p>
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Document Management:				
Activity #	Activity Type*	Replaces	New Version Name	Responsible Individual
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***Activity Types:**

- ✓ Document Created
- ✓ Document Modified (Minor Corrections & Editorial Changes)
- ✓ Document Updated (Complete Review)
- ✓ Document Finalized
- ✓ Document Retired

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