



Canadian  
Supply Chain  
Sector Council

Conseil canadien  
sectoriel de la chaîne  
d'approvisionnement

## OCCUPATIONAL STANDARD

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

<b>Position:</b>	<b>TERMINAL MANAGER</b>
<b>Description of Position (As defined by the CSCSC Stakeholder Community)</b>	<i>Terminal Managers plan, organize, direct, manage, evaluate, and are responsible for everyday office and yard cargo operations, including strategic direction planning, employee management, operational future forecasting, cost effective planning, and timely dispatching to meet customer service needs. This position includes the identification of opportunities for overall operational improvements.</i>
<b>Position Development</b>	Advancement to senior management positions is possible through progressively responsible positions and management experience.
<b>Required Qualifications:</b>	<b>(Education, Training, Related Work Experience)</b>
<b>Education</b>	A university degree or college diploma is usually required. A combination of related training and considerable industry related experience may be considered an equivalent. Additional qualifications via specializations in supply chain are beneficial.
<b>Training</b>	Individuals generally require some on-the-job training; however, typically organizations require that the individual will already have the required skills, knowledge, work-related experience, and/or training.
<b>Related Work Experience</b>	Several years of progressive supervisory experience and experience in terminal operations as well as experience in applying health and safety regulations are usually required.
<b>Tasks:</b>	
<b>Terminal Managers perform some or all of the following tasks</b>	<ul style="list-style-type: none"> <li>• Plan, organize, direct, manage and evaluate the operational activities and budget of a department</li> <li>• Develop and communicate cargo management policies and procedures</li> <li>• Set policies and standards, including determination of health and safety procedures for the handling of dangerous goods, and ensure compliance with transport regulations</li> <li>• Direct and manage corporate governance and regulatory</li> </ul>

- compliance procedures related to cargo management operations
- Develop and implement profit improvement plans and change management plans
- Develop key performance indicators to measure the effectiveness of the cargo management operations
- Direct the activities of staff in relation to cargo handling operations
- Direct the hiring, training, and performance evaluations of staff
- Ensure that associates receive adequate cross-training in all required operational functions
- Monitor operations to ensure that staff comply with administrative policies and procedures, safety rules, union contracts, and government regulations
- Conduct investigations into cargo management related accidents and to improve safety procedures
- Address activities in customer service, warehousing, inventory, transportation, and strategic planning
- Direct investigations to verify and resolve customer complaints
- Communicate and represent the organization to existing customers, potential customers, the public, government, and other external sources in the industry
- Understand customers' needs, service those needs, and maintain and develop positive business relationships with customers and key personnel involved in or directly relevant to cargo handling activities
- Manage contractor and subcontractor activities, developing performance specifications, and serving as a liaison with the organizations
- Develop management and project reports including key performance indicators, (KPI's)
- Collaborate with staff, other departments, senior management, and decision makers to share information, problem solve, and to clarify management objectives
- Perform day-to-day administrative tasks such as maintaining files and processing paperwork
- Remain current with the latest cargo management tools and technology and procedures
- Prepare management recommendations, such as proposed fee and tariff increases or schedule changes
- Design and implement team building exercises
- Develop succession plans
- Develop contingency and emergency response plans
- Develop constructive and cooperative working relationships and

	maintain them over time
<b>Tools and Technology:</b>	
	<ul style="list-style-type: none"> <li>• Computer hardware and associated software (i.e. database user interface and query, electronic mail, enterprise resource planning, inventory, warehouse management systems, project management, spreadsheet, word processing, presentation, human resources, financial and accounting, value stream mapping, process improvement)</li> <li>• Communication Devices</li> </ul>
<b>Required Competencies:</b>	<b>(Knowledge, Skills, Personal Attributes)</b>
<b>Knowledge</b>	A Terminal Manager should have knowledge of applicable regulations and standards, administration and management, transportation, engineering and technology, customer and personal service, cargo handling tools and technology, mathematics, physics, personnel and human resources, economics and accounting, computers and electronics, English language, and other languages as required.
<b>Skills</b>	A Terminal Manager should have the following skill sets: speaking, reading comprehension, active listening and learning, science, critical thinking, writing, monitoring, social perceptiveness, problem solving, judgment and decision making, troubleshooting, time management, operations analysis, and coaching and mentoring.
<b>Personal Attributes</b>	<b>(Abilities, Work Values, Work Styles)</b>
<b>Abilities</b>	The following abilities are important to the role of Terminal Manager: oral expression and comprehension, written expression and comprehension, speech clarity and recognition, inductive and deductive reasoning, problem sensitivity and conflict resolution.
<b>Work Values</b>	Individuals who will succeed in this position: <ul style="list-style-type: none"> <li>• develop and maintain working environments that are health and safety conscious,</li> <li>• lead by example and offer supportive management,</li> <li>• empower employees to work independently, and</li> <li>• empower employees to create a collaborative work environment.</li> </ul>
<b>Work Styles</b>	The following work styles are attributable to a Terminal Manager: integrity, attention to detail, analytical thinking, dependability, leadership, initiative, innovation, stress tolerance, adaptability/flexibility, and cooperation.

<p><b>Essential Skills Profile:</b></p>	<p>Essential Skills are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. For more detailed essential skills profiles please refer to the ESDC website: <a href="http://www.esdc.gc.ca/eng/jobs/les/index.shtml">http://www.esdc.gc.ca/eng/jobs/les/index.shtml</a></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 Terminal 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><b>Reading Text</b></p>	<ul style="list-style-type: none"> <li>• Frequently read text in both print and non-print media             <ul style="list-style-type: none"> <li>✓ trade magazines</li> <li>✓ newsletters</li> <li>✓ periodicals</li> <li>✓ cargo management documentation</li> <li>✓ investigative summaries and recommendations</li> <li>✓ collective agreements and contracts</li> <li>✓ resumes</li> <li>✓ performance reports</li> <li>✓ staff schedules</li> <li>✓ meeting minutes</li> <li>✓ requests or complaints</li> </ul> </li> <li>• Read and interpret dense and complex texts, and have ability to make high-level inferences using specialized knowledge             <ul style="list-style-type: none"> <li>✓ policies and procedures</li> <li>✓ trade terms</li> <li>✓ international standards</li> <li>✓ regulations (e.g. labour, health and safety, dangerous goods, spill incidents)</li> <li>✓ instructional and managerial technique products</li> </ul> </li> <li>• Frequently read paragraph length text in charts, tables and graphs</li> </ul>
<p><b>Document Use</b></p>	<ul style="list-style-type: none"> <li>• Documents produced and/or used may include forms, graphs, charts, lists, tables, schematics, drawings, schedules, reports, labels, warning signs, information signs, maps, accounting and financial statements, in both print and non-print media</li> <li>• Must be able to read simple to complex documents in which considerable inference may be required</li> <li>• Must be able to read/interpret, and write/complete/produce documents</li> </ul>

	<ul style="list-style-type: none"> <li>Specialized knowledge of the content of the document may be required; multiple pieces of information from multiple sources are synthesized; the quality of information may be evaluated for accuracy and omissions</li> </ul>
<b>Writing Skills</b>	<ul style="list-style-type: none"> <li>Write notes to senior management regarding cargo management operational performance, to document problems requiring attention, requests for resources, health and safety reports, etc</li> <li>Write cargo management policies, including determination of safety procedures for the management of dangerous goods, and ensure compliance with all applicable regulations</li> <li>Write on a variety of topics including company policy, cargo management incidents, as well as responses to complaints</li> <li>Write performance evaluations</li> <li>Revise writing of others for factual accuracy, grammar, spelling and effectiveness</li> <li>Write reports to the staff, senior management, the board of directors – reports to the board may contain, for example, the monthly evaluation or a situation analysis and recommendations</li> </ul>
<b>Numeracy</b>	<ul style="list-style-type: none"> <li>Apply financial math/money math</li> <li>Apply scheduling, budgeting and accounting math</li> <li>Apply measurement and calculation math</li> <li>Apply data analysis math</li> <li>Utilize numerical estimation</li> </ul>
<b>Oral Communication</b>	<ul style="list-style-type: none"> <li>Provide clear and concise direction and instructions to staff and other departments</li> <li>Professional communications with clients, customers, staff, and colleagues using a variety of communications devices and media</li> <li>Exchange information with other managers and senior management</li> <li>Communicate on staffing related matters</li> <li>Conduct staff meetings and make presentations</li> <li>Communicate during high stress situations (e.g. spills, health and safety incidents, etc)</li> </ul>
<b>Thinking Skills</b>	<b>(Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information)</b>
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>Respond to customer and staff complaints</li> <li>Deal with cargo management related challenges</li> <li>Apply broad knowledge of supply chain when problem solving</li> <li>Ability to think and respond quickly, and adjust schedules and operating plans in response to unplanned events</li> <li>May have to adapt negotiation strategies to cope with new</li> </ul>

	circumstances or issues that arise
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>• Decisions are made in line with the strategy of the organization</li> <li>• Make decisions with market, economic, social, and political environments taken in to account</li> <li>• Decide how to manage cargo handling operations</li> <li>• Make decisions about staffing requirements</li> <li>• Allocate tasks associated with cargo management operations</li> <li>• Make decisions about suggestions for change</li> </ul>
<b>Job Task Planning and Organizing</b>	Liaison with employees and other management is needed to co-ordinate the cargo management activities.
<b>Significant Use of Memory</b>	<ul style="list-style-type: none"> <li>• Remember the objectives and vision of the organization</li> <li>• Remember the policies and procedures of the organization</li> <li>• Remember current rates and pricing</li> <li>• Remember staff details</li> <li>• Remember applicable regulatory requirements</li> </ul>
<b>Finding Information</b>	<ul style="list-style-type: none"> <li>• Search computer databases to make sure information entered into the system is accurate and updated</li> <li>• Obtain information by speaking with customers and staff, making phone calls, reading correspondence, and conducting database searches</li> <li>• Obtain information on legislation and regulations that may impact management decisions</li> <li>• Find information for budgeting purposes</li> </ul>
<b>Working with Others</b>	Terminal 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 cargo management. Terminal Managers must develop relationship with customers and provide them with clear and relevant advice and information on cargo management operations.
<b>Continuous Learning</b>	Enhanced learning may be acquired as part of regular work activity, through training offered in-house, through reading or other forms of self-study, or through off-site training. Ongoing learning occurs through participation in professional organizations, seminars, formal courses, conferences, trade shows. In addition, skills may be upgraded by taking management classes through educational institutions.

Additional Information	(Physical Aspects, Attitudes)
<b>Physical Aspects</b>	A Terminal Manager works extensively in an office environment (e.g. sitting for long periods of time, and repetitive computer and telephone use). Typically there is no heavy lifting, bending, or stooping required, however, Terminal Managers may be required to move around facilities in order to satisfy visual management functions.
<b>Attitudes</b>	Attitudes of a Terminal Manager include a strong commitment to customer service, leadership, and people management. A Terminal Manager should have excellent interpersonal skills, and exhibit an awareness of and sensitivity to other cultures. In addition, excellent planning and organizational abilities are required.
<b>Future Trends Affecting Essential Skills:</b>	Terminal Managers will be required to have enhanced computer skills in order to work with more complex software. The ability to speak more than one language is considered a growing need in the face of increasing globalization. An understanding of the principles of sustainability as they relate to environmental, social, and corporate governance issues is of increasing importance.

<p><b>Government of Canada Defined - Related NOC Code &amp; Description</b></p>	<p><b><i>0731 Managers in transportation</i></b> Managers in transportation operations plan, organize, direct, control and evaluate the operations of transportation companies such as railways, airlines, bus lines, municipal transit systems, shipping lines and trucking companies, under the direction of a general manager or other senior manager. Managers in transportation freight traffic plan, organize, direct, control and evaluate companies or departments responsible for the transportation and movement of goods, under the direction of a general manager or other senior manager. They are employed by transportation, freight forwarding and shipping companies and by transportation departments of companies in retail and manufacturing sectors and utilities.</p>
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