OCCUPATIONAL FRAMEWORK

SECTION H: TRANSPORTATION AND STORAGE

DIVISION 53: POSTAL AND COURIER ACTIVITIES

ABSTRACT

An Occupational Framework (OF) is the outcome of Occupational Analysis (OA) of identifying the work scope of the occupational areas in terms of competencies. It is used to analyse skilled human resource competency requirement for the industry. The development of the Occupational Structure (OS) is a preliminary process in developing relevant National Occupational Skills Standard (NOSS). The NOSS in turn will be developed to be used as the basis to conduct skills training and certification of competent personnel. This document is divided into five chapters. The first two chapters being an industrial overview highlighting the definition and scope of the industry, the current analysis of the local industry and its skilled worker requirements, Government bodies and development plans supporting the growth of the industry. The third chapter will explain the methodology used in OF development such as qualitative analysis through brainstorming discussion sessions. Workshops were held to get a better understanding of the OS, Job Titles, Hierarchy Objectives and Main Activities of the specified positions. The final chapters will present the findings of the OF that is translated into the OS, levels of competencies and critical job areas. These findings will in turn be the basis of reference for the development of the NOSS document. The NOSS will serve not only as a reference of skills standards for certification but also as a guide to develop the skills training curriculum. The OF for Postal and Courier Activities is based on 3 digits of MSIC 2008 Group 531: Postal Activities and Group 532: Courier Activities and 2 digits MSIC 2008 Division 53: Postal and Courier Activities under 1 digits MSIC 2008 Section H: Transportation and Storage. This industry represents one of the most potential sectors in the economy and a key player in the next industrial revolution – IR4.0. The total number of job area identified is 8 areas with 58 job titles. A total of 9 job titles identified as relevant to IR4.0 and 26 job titles are classified as critical jobs in the industry. In order to develop the OF on the Postal and Courier Activities, all information related to the aforesaid group was gathered through literature review and workshop sessions with industry experts.
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ABSTRAK

Kerangka Pekerjaan (OF) ialah hasil Analisis Pekerjaan (OA) bagi mengenal pasti skop kerja pada bidang pekerjaan dari segi kecekapan. Ia digunakan bagi menganalisis keperluan kecekapan sumber manusia untuk industri ini. Pembangunan Struktur Pekerjaan (OS) ialah proses awal dalam membangunkan Standard Kemahiran Pekerjaan Kebangsaan (SKPK) atau Standard Keterampilan Kebangsaan (SKK) yang berkaitan. SKPK perlu dibangunkan untuk digunakan sebagai asas dalam menjalankan latihan kemahiran dan pensijilan kakitangan yang kompeten. Dokumen ini dibahagikan kepada lima bab. Dua bab awal memfokuskan gambaran keseluruhan industri yang menonjolkan definisi dan skop industri, analisis industri tempatan yang terkini dan keperluan pekerja mahir, badan Kerajaan dan pelan pembangunan yang menyokong pertumbuhan industri. Bab ketiga akan menerangkan metodologi yang digunakan dalam pembangunan Kerangka Pekerjaan seperti analisis kualitatif melalui sesi perbincangan sumbang saran. Bengkel diadakan untuk mendapatkan pemahaman yang lebih baik mengenai struktur organisasi, tajuk pekerjaan, objektif hierarki dan aktiviti utama bagi posisi yang ditentukan. Bab terakhir akan membentangkan penemuan Kerangka Pekerjaan yang diterjemahkan ke dalam Struktur Pekerjaan, tahap kecekapan dan bidang kerja yang kritikal. Penemuan ini akan menjadi asas rujukan untuk pembangunan dokumen SKPK. SKPK akan digunakan bukan sahaja sebagai rujukan piawaian kemahiran untuk pensijilan tetapi juga sebagai panduan untuk membangunkan kurikulum latihan kemahiran. Aktiviti Postal dan Kurier adalah berdasarkan 3 digit MSIC 2008 Kumpulan 531: Aktiviti Postal dan Kumpulan 532: Aktiviti Kurier dan 2 digit MSIC 2008 Divisyen 53: Aktiviti Postal dan Kurier di bawah 1 digit MSIC 2008 Syeksen H: Pengangkutan dan Penyimpanan. Industri ini mewakili salah satu sektor yang paling berpotensi dalam ekonomi dan pemain utama dalam revolusi industri seterusnya IR4.0. Jumlah bidang perjawatan yang dikenalpasti adalah 8 bidang dengan 58 pekerjaan. Sejumlah 9 pekerjaan yang dikenal pasti berkaitan dengan IR4.0 dan 26 pekerjaan diklasifikasikan sebagai pekerjaan kritikal dalam industri. Dalam usaha untuk membangunkan Aktiviti Postal dan Kurier, semua maklumat yang berkaitan dengan kumpulan tersebut telah dikumpulkan melalui kajian kepustakaan dan bengkel dengan pakar industri.

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LIST OF ABBREVIATIONS

APEL	Accreditation of Prior Experiential Learning
AS400	Application System 400
CBT	Competency Based Training
CCM	Companies Commission Malaysia
CEP	Courier, Express and Parcel
CRM	Customer Relationship Management
CSC	Critical Skills Monitoring Committee
COD	Cash on Delivery
COL	Critical Occupational List
DOSM	Department of Statistics Malaysia
DSD	Department of Skills Development
ETA	Estimate Time of Arrival
ETD	Estimate Time of Departure
ESH	Environment Safety and Health
EU	European Union
ERP	Enterprise Resource Planning
FGD	Focus Group Discussion
GDP	Gross Domestic Product
ICT	Information Communication Technology
ILMIA	Institute for Labour Market Information and Analysis
IoPT	Internet of Postal Things
KPI	Key Performance Indicator
MATRADE	Malaysia External Trade Development Corporation
MCM	Ministry of Communications and Multimedia
MCMC	Malaysian Communication and Multimedia Commission
MDTCA	Ministry of Domestic Trade and Consumer Affairs
MEA	Ministry of Economic Affairs
MHA	Ministry of Home Affairs
MITI	Ministry of International Trade and Industry
MoF	Ministry of Finance
MoHR	Ministry of Human Resources
MOSQF	Malaysian Occupational Skills Qualifications Framework

MoT	Ministry of Transport
MPC	Mail Processing Centres
MSIC	Malaysian Standard Industrial Classification
MSD	Malaysian Skills Diploma
MSAD	Malaysian Skills Advanced Diploma
MQA	Malaysia Qualifications Agency
MQF	Malaysia Qualifications Framework
MSC	Malaysian Skills Certificate
NCS	National Competency Standard
NDTS	National Dual Training System
NPS	National Post Strategy
NOSS	National Occupational Skills Standard
OECD	Organisation for Economic Cooperation
OF	Occupational Framework
OD	Occupational Description
OS	Occupational Structure
POSCODE	Pos Centre Of Development
PoW	POS on Wheels
P & L	Profit and Loss
PSD	Postal Services Department
PSDC	Penang Skills Development Centre
PPT	*Pengiktirafan Pentauliahan Terdahulu*
SCM	Supply Chain Management
SDD	Same Day Delivery
SKPK	*Standard Kemahiran Pekerjaan Kebangsaan*
SKK	*Standard Keterampilan Kebangsaan*
SLA	Service Level Agreement
SOP	Standard Operating Procedure
TalentCorp	Talent Corporation
TVET	Technical and Vocational Education and Training
USPS	United States Postal Services

GLOSSARY

3R	3R (as in letter R) are basic skills taught in schools: reading, writing and arithmetic
Affiliate	Officially attach or connect (a subsidiary group or a person) to an organisation
Courier	A person or company that takes messages, letters, or parcels from one person or place to another
E-commerce	Commercial transactions conducted electronically on the internet
Giro	A payment transfer from one bank account to another bank account and initiated by the payer, not the payee
Hub	The central or main part of something where there is most activity
Logistics	The detailed organisation and implementation of a complex operation
Periodical	A magazine or newspaper published at regular intervals
Postal	Relating to post or to the public service that collects and delivers the post
Poste Restante	A service offered by a post office whereby mail is kept for an agreed period until collected by the address
Linehaul Retail	The activity selling goods to public
Occupational Structure	Distribution of occupations classified according to skill level
Occupational Framework	Outcome of the occupational analysis process to identify the occupational structure of an industry

CHAPTER 1: INTRODUCTION

1.1 Introduction

The history of postal and courier service in Malaysia can be traced back to the early 1800s with the establishment of Postal services in the Straits Settlements in Penang, Malacca and Singapore. Its then, expanding through the rest of Malaya by the early 20th century. Letters were then conveyed through dispatch riders or special messengers[1]. The postal and courier service soon evolved into a multiple services provider. It began to venture into parcel delivery, registrations, insurance service, transaction of money (Postal Order and Money Order) and investment of funds (Post Office Saving Bank).

The postal and courier service, then known as Postal Services Department (PSD), also began to take over numerous services on behalf of the Government departments. It started to collect payment of electricity bill, sale of dog licence, payment of pensions, sale of television licence and others.

In 1992, Pos Malaysia Bhd was corporatised from the PSD[2]. In September 2001, Pos Malaysia Bhd was listed on the then Kuala Lumpur Stock Exchange (now known as Bursa Malaysia Bhd) through a reverse takeover of a Philio Allied Bhd assuming its listing status[3].

Currently, postal and courier service industry in Malaysia is in 25th ranking in Integrated Index for Postal Development (2IPD) – 2018 global ranking with 64.4 score and geared by 690 registered private companies[4,5]. All these companies are contributed

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[1] Pos Malaysia. (2019, August 19) Retrieved from www.pos.com.my
[2] Company Overview of Pos Malaysia Bhd, Prior to Merger with POS Malaysia and Services Holdings Bhd. Bloomberg.com.
[3] Pos Malaysia (2019, August 21) Retrieved from www.pos.com.my
[4] Universal Post Union. 2018. Postal development report 2018. Page 12
[5] Department of Statistic Malaysia. Economic Census 2016-Transportation and storage. Page 57

significantly towards the national economy and provide the employment opportunities for Malaysian. Postal and Courier services in Malaysia have undergone a radical change due to the rapid evolution of Information Communication Technology (ICT). Postal and courier is part of the service industry that continues to develop. The global postal and courier delivery was estimated to reach more than USD2.8 trillion in 2019 and is expected to keep increasing about USD200 billion each year. The postal and courier market in Malaysia could reach RM4 billion (about USD1.3 billion) by the year 2020[6]. Despite its positive performance, this industry expected to faces greater challenges as a result of globalisation and the implementation of Industrial Revolution 4.0 (IR4.0). Although, the Malaysia postal and courier market has grown at 7 per cent annually in average, this industry has numerous challenges ahead in terms of low profit margin, access to capital, technology adoption, and quality[7].

Generally, postal and courier services are related to delivery of letters, documents, printed materials, packages and parcels. Postal and courier transportation process consists of mail collection, input sorting, organise the movement of mail, output sorting, and distribute mail[8]. With the implementation of IR4.0 and the complexity of the process, therefore need to be assisted by ICT to ensure that the correct items can be received by the customer on time. The scope of postal and courier services in Malaysia is defined in the Malaysia Standard Industrial Classification (MSIC 2008).

In the past, the postal and courier industry used to involve physical transportation of physical communication, like package and mail delivery[7]. However, the industry has evolved to include traditional postal services, courier services, freight services and e-services or e-commers in recent years. Emerging technology based on the convergence of telecommunications, broadcasting and publishing has and will continue to change the landscape of physical communications globally. Therefore, postal and courier service organisations nowadays, regardless of their sizes face with the challenges dealing with the new technologies; with operating in the same way as private corporations,

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[6] UPU, Market Research on International Letters and Lightweight Parcels and Express Mail Service Items. 2018.
[7] Malaysian Communication and Multimedia Commission Report. 2018.
[8] Grünert, T., & Sebastian, H. J. (2000). Planning models for long-haul operations of postal and express shipment companies. European Journal of Operational Research, 122(2), 289-309.

understanding what products are profitable and which are not, and dealing with almost constant change. To survive in today's world, postal and courier service organisations need to change through deregulation to become more competitive, market-oriented and customer-driven. In this environment, price is no longer the only determinant of the postal industry[9]. Speed and quality (or responsiveness) is the next source of competitive advantage especially in the postal and courier service industry[10].

This chapter explain about the introduction, problem statement, research objectives, research scope and chapter structure. This chapter also justify the selection of section and division in study based on MSIC 2008. The concept of Occupational Framework (OF) development and its functions in skills training and curriculum development is also elaborated in this chapter.

1.2 Problem Statement

Based on the study, demand for manpower in the postal and courier service industry in Malaysia is increasing every year. In general, the high demand for manpower in this industry comes from 690 private postal and courier companies operating in Malaysia[11]. In order to fulfil the increasing needs of manpower in this industry, manpower in this industry need to be prepared and equipped with the precise knowledges, skills and attitudes to face future challenges. Failure to develop the local competent manpower needs for this industry will eventually frustrate the efforts to nurture high-skilled manpower in achieving the new Mutual Prosperity Vision (*Wawasan Kemakmuran Bersama*) 2030 aspiration.

Even though there have been handful of National Occupational Skills Standard (NOSS) developed for postal and courier activities, further exploration on the Occupational Structure (OS) for this industry under Ministry of Human Resources is still imperative. Therefore, it is vital for this study and analysis to be pursued in order to ensure

[9] Gouvea, M. A., & Toledo, G. L. Filho, LNR (2001),"The prices of mailing services evaluated by companies". *Marketing Intelligence & Planning*, 19(4), 282-2-94.
[10] Razali, M. R. (2008). The consequences of service operations practice and service responsiveness on hotel performance: Examining hotels in Malaysia (Doctoral dissertation, Universiti Sains Malaysia).
[11] Malaysian Communication and Multimedia Commission Report. 2018.

that the OF for this industry is in parallel with the development of the NOSS based on MSIC 2008 sections and divisions. The development of this OF is to facilitate the future development of NOSS and ensure its in line with the requirements stipulated in National Skills Development Act 2006 (Act 652), Malaysian Qualification Framework (MQF), Malaysian Skills Certification System (MSCS), National Competency Standard (NCS) dan Competency Based Training (CBT).

Hence, this research aims are to establish this industry's Occupational Structure (OS), Competencies in Demand, Job Titles, Critical Jobs Areas and Occupational Description (OD). The development of this OF is based on the related MSIC 2008 sections and divisions.

1.3   Objectives of Study

The objectives of the study are as follows:

a)   To establish the OS for 2 digits MSIC 2008, Division 53: Postal and Courier Activities;

b)   To list critical job in the postal and courier industry;

d)   To examine the competencies in demand in the postal and courier industry;

e)   To identify job titles related to Industry Revolution 4.0 (IR4.0) in the postal and courier industry; and

f)   To establish OD for each job title based on latest industry OS.

1.4   Scope of Study

The scope for this study is to develop the OF for postal and courier service industry as stipulated in the MSIC 2008 which includes but not limited to the following activities; pickup, transport and delivery of letters and parcels under numerous arrangements and engagements for local and international customers. This includes local and international delivery and messenger services. This group and division does not include Postal Giro, Postal Savings Activities, Money Order Activities and Transport of Freight and also

exclude another division in 1 digits MSIC 2008 Section H: Transportation and Storage[12]. The study will examine the industry's latest performance through documents or desktop analysis, consulting and interviewing the pertinent industry's representatives via Focus Group Discussion (FGD) to attain their professional views and feedbacks, and field survey for the 690 register company for all over region in Malaysia in order to determine the OS, competencies in demand, job titles, critical jobs areas and OD for postal and courier service industry in Malaysia.

1.5 Justification for Malaysia Standard Industrial Classification 2008 (MSIC 2008) Section Selection

The scope of OF for Postal and Courier service industry is in tandem with the 3 digits MSIC 2008 Group 531: Postal Activities and Group 532: Courier Activities and 2 digits MSIC 2008 Division 53: Postal and Courier Activities under 1 digits MSIC 2008 Section H: Transportation and Storage. This group and section offer consultancy and know-how in the area of Postal and Courier service industry.

1.6 Structure of Chapters

This section consists of a brief overview of the entire study which includes:

a) Chapter 1

This chapter explained about research introduction which consist of introduction to postal and courier industry, problem statement, research objective, research scope and justification based on 2 digits MSIC 2008 Division 53: Postal and courier activities.

b) Chapter 2

This chapter provide a review about the research which give a further understanding about the research purpose sourcing from CBT information, DOSM and from others local and international related information.

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[12] Department of Statistics Malaysia. (2008). Malaysia Standard Industrial Classification (MSIC). Page 321-323

c)   Chapter 3

This chapter explained about the overall approach of the study and method deployed to achieve objective of the study such as focus group discussion with expert from postal and courier industry, survey from the company related to the industry and document analysis based on published information.

d)   Chapter 4

This chapter contain all the results and findings of the research on postal and courier activities obtained based on the objectives of the study.

e)   Chapter 5

This chapter summarises the results and conclusions of the study as well as proposes recommendations to address the skills demand, develop skilled personnel and certify Malaysians in this industry.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter will emphasis on the explanation of the acts and regulations pertaining to the development of Occupational Framework (OF) and National Occupational Skill Standards (NOSS) as well as related activities, scope of OF based on MSIC 2008, key stakeholders, legislations, policies and initiatives, industry and market intelligence, list of NOSS relevant to MSIC 2008, overview with developed countries such as Switzerland and Japan, relation of industry and IR4.0 and conclusion.

Findings for this chapter were obtained through documents analysis, observations, interviews with industry's players and Focus Group Discussion (FGD) with the industry experts. This literature review was further discussed with panel members to obtain an insight on the matters at hand from a practitioner's perspective.

2.1.1 National Skills Development Act 2006 (Act 652)

The National Skills Development Act 2006 (Act 652) came into effect on 1st September 2006 after it was officially gazetted on 29th June 2006, with the mandate of promoting through skills training, the development and improvement of a person's abilities which are needed for the vocation and to provide for other matters connected therewith.

This Act is significant because for the first time in the history of skills training in Malaysia, a national legislation has been enacted solely and exclusively for skills training and development. In addition, the meaning and scope of skills training has been clarified and given a statutory interpretation that can be used to distinguish it from other components of the country's Technical and Vocational Education and Training (TVET) system. This Act also provides for the implementation of a Malaysian Skills Certification

(MSC) system, leading to the award of five Levels of national skills qualification, namely MSC Level 1, 2 and 3; Malaysian Skills Diploma (MSD), and Malaysian Skills Advanced Diploma (MSAD)[13].

2.1.2 Malaysian Qualification Framework (MQF)

The Malaysian Qualification Framework (MQF) refers to the policy framework that satisfies both the nationally and internationally recognised qualifications. It comprises titles and guidelines, together with the principles and protocols covering articulation and issuance of qualifications and Statements of Attainment. Element of qualification framework indicate the achievement for each qualification title. It also provides progression routes for all the graduates in the respective occupational fields[14].

The MQF has eight levels of qualification in two sectors and supported by lifelong education pathways as shown in Table 2.1.

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Table 2.1 Malaysian Qualifications Framework (MQF) Chart

(Source: Malaysian Qualifications Framework 2nd Edition)

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MQF Level	Minimum Graduating Credit	Academic Sector	TVET Sector	Lifelong Learning/APEL Criteria For APEL(A)
8	No credit rating	PhD by Research		Admission criteria: 35 years old Bachelor's degree in relevant field/equivalent
	80	Doctoral Degree by Mixed Mode & Coursework		

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[13] National Skills Development Act 652 (2019, August 27). Retrieved from
http://www.agc.gov.my/agcportal/index.php
[14] Malaysian Qualifications Agency (MQA) (2019, September 1). Retrieved from
http://www2.mqa.gov.my/mobile/mqf.html

MQF Level	Minimum Graduating Credit	Academic Sector	TVET Sector	Lifelong Learning/APEL Criteria For APEL(A)
				5 year's work experience Passed APEL assessment
7	No credit rating	Master's by Research		Admission criteria: 30 years old STPM/Diploma/equivalent Relevant work experience Passed APEL assessment
	40	Master's by Mixed Mode &		
	30	Coursework Postgraduate Diploma		
	20	Postgraduate Certificate		
6	120	Bachelor's degree		Admission criteria: 21 years old Relevant work experience
	66	Graduate Diploma		

MQF Level	Minimum Graduating Credit	Academic Sector	TVET Sector	Lifelong Learning/APEL Criteria For APEL(A)
	36	Graduate Certificate		Passed APEL assessment
5	40	Advanced Diploma	Advanced Diploma	
4	90	Diploma	Diploma	Admission criteria: 20 years old Relevant work experience Passed APEL assessment
3	60	Certificate	Certificate	Admission criteria: 19 years old Relevant work experience Passed APEL assessment
2	30	Certificate	Certificate	3R
1	15	Certificate	Certificate	3R

Department of Skills Development (DSD) governs the skills industry, in which there are five (5) levels of skills qualification. The definition for each level of skills qualification is specified in Malaysian Occupational Skills Qualification Framework (MOSQF) as follows in Annex 1[15].

2.1.3 Occupational Framework (OF)

Occupational Framework (OF) was previously known as Occupational Analysis (OA). OF is an outcome of an occupational analysis and research work carried on a particular industry[16]. The contents of an OF shall include OS, Occupational Definitions, Occupational Description (OD), manpower requirements and industry intelligence. The OS is a matrix that will show the occupational areas and career paths for a particular occupation. The information on manpower skills requirements, occupational description and industry intelligence will allow an overall understanding of the industry's occupational areas. Manpower skills requirements are to identify the skills gaps, and shortages in workforce. Industry Intelligence is based on an actual qualitative and quantitative data from the industry to further strengthen and prove the reliability of the data.

Therefore, a properly planned development and analysis will enable the OF to be precise and accurate thus ensuring that it will be a reliable source of information for further analysis of the industry and the development of NOSS and training requirements.

2.1.4 National Occupational Skills Standard (NOSS) and National Competency Standard (NCS)

National Occupational Skills Standard (NOSS) is defined as a specification of the competencies expected of a skilled worker who is gainfully employed in Malaysia for an occupational area, level and pathway to achieve the competencies and was gazettes in

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[15] AQRF Referencing Report of Malaysia (2018, October 1). Retrieved from www2.mqa.gov.my/myaqrf/DRAF Final Consolidated AQRF Report pdf

[16] The Malaysian Association of Tour and Travel Agents (MATTA) (2018, October 30). Retrieved from https://www.matta.org.my/press-release/80574-occupational-framework-to-strengthen-the-travel-industry

Part IV of National Skills Development Act 2006 (Act 652)[17]. Meanwhile, National Competency Standard (NCS) is describe the knowledge, skills and attitudes needed to perform in a particular occupation but also do not directly relate to any particular job classification. NOSS are developed by the industry experts based on the needs of the industry and is utilised as the main tool in the implementation of MSC system in which the performance of existing industry workers and trainees are assessed based on standards for awarding of MSC.

2.1.5 Competency Based Training (CBT)

Competency Based Training (CBT) is an approach to vocational training which emphasises on what a person can do in a work place as a result of education and training obtained. CBT is based on performance standards which are set by the industry with main focus on measuring the performance while considering knowledge and attitude rather than the duration taken to complete the course. CBT is a learner-centric and outcome-based approach to training which allows each individual to develop skills at their own pace for a similar outcome, thus meaning training practices can be customised for each individual to achieve a similar outcome[18]. CBT concept is the basis of Malaysia Skill Certification (MSC) system which is coordinated by DSD.

2.2   Scope of Occupational Framework based on MSIC 2008

This section provides the detail of MSIC 2008 scope on the postal and courier activities. The definition of MSIC 2008 and title selection criteria are explained in this section.

2.2.1 Malaysian Standard Industrial Classification 2008 (MSIC 2008) Definition

The MSIC 2008 is intended to be a standard classification of productive economic activities. Its main purpose is to provide a set of activity categories that can be utilised for the collection and presentation of statistics according to such activities. Therefore, MSIC

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[17] National Skills Development Act 2006, pp. 16-17
[18] United Nations Educational, Scientific and Cultural Organisation (UNESCO) (2014, November 10). Retrieved from https://unevoc.unesco.org/go.php?q=TVETipedia+Glossary+A-Z&id=103

2008 aims to present these set of activity categories in such a way that entities can be classified according to the economic activity that they carry out. For purposes of international comparability, the MSIC 2008 Version 1.0 conforms closely to the International Standard Industrial Classification of All Economic Activities (ISIC) Revision 4, published by the United Nations Statistics Division, with some modifications to suit national requirements. The objective of an industrial classification system is to classify data in respect of the economy according to categories of activities and the characteristics of which will be similar. The MSIC 2008 is a classification of all types of economic activities and is not a classification of goods and services nor is it a classification of occupations[19].

2.2.2 Title Selection Criteria

The research area is focusing on the postal and courier activities under the section 1 digits MSIC 2008 Section H: Transportation and Storage. To further understand the scope of this particular OF based on MSIC 2008, Table 2.2 can be referred to.

Table 2.2: Summary of MSIC 2008 by Section, Division and Group
(Source: MSIC 2008)

Section	H	Transportation and Storage
Division	53	Postal and courier activities
Group	531	Postal activities
	532	Courier activities

For further illustrate the scope of this this particular OF based on MSIC 2008, Table 2.3 can be referred to.

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[19] Department of Statistics Malaysia. (2008). Malaysia Standard Industrial Classification 2008 Ver. 1.0.

Table 2.3: Description of MSIC 2008 by Section, Division, Group, Class and Items
(Source: MSIC 2008)

CLASSIFICATION	CODE	DESCRIPTION
Section	**H**	**Transportation and Storage**
Division	**53**	**Postal and courier activities** This division includes the postal and courier activities, such as pickup, transport and delivery of letters and parcels under various arrangements. Local delivery and messenger services are also included.
Group	**531**	**Postal activities** This group includes the activities of postal services operating under a universal service obligation. The activities include use of the universal service infrastructure, including retail locations, sorting and processing facilities, and carrier routes to pick up and deliver the mail. The delivery can include letter-post, i.e. letters, postcards, printed papers (newspaper, periodicals, advertising items, etc.), small packets, goods or documents. Also included are other services necessary to support the universal service obligation.
Class	**5310**	**Postal activities**: **Excludes**: Postal giro, postal savings activities and money order activities, see 6419.

CLASSIFICATION	CODE	DESCRIPTION
Item	53100	**National postal services**: **Includes**: The pick-up, transport and delivery (domestic or international) of mail and parcels. The activity includes sale of postage stamps, collection of mail and parcels from public letter boxes or from post offices and distribution and delivery. Also includes such activities as mail sorting, mailbox rental, poste restante, etc.
Group	532	**Courier activities**: **Includes:** This class includes courier activities not operating under a universal service obligation.
Class	5320	**Courier activities**: **Excludes**: Transport of freight, see (according to mode of transport) 49120, 49230, 5012, 50220, 5120.
Item	53200	**Courier activities other than national post activities**: **Includes**: The pick-up, transport and delivery of letters and mail-type, usually small, parcels and packages. One or more modes of transport may be involved and the activity may be carried out with either self-owned (private) transport media or via public transport.

CLASSIFICATION	CODE	DESCRIPTION
		Excludes: All postal activities carried out by *Pos Malaysia Bhd*. Which are classified in Item 53100 National postal services.

2.3 Key Stakeholders

Key stakeholders are as subset of stakeholders who, if their support were to be withdrawn, would cause the project to fail. The term key stakeholders to identify members of the sub-group of stakeholder's groups who have the power to substantially damage the project and may potentially cause it to fail. Members of this sub-group are both influential and powerful, they may be individuals such as an important manager or entities such as regulatory authority[20]. The key stakeholders for postal and courier service industry in Malaysia comprise of government agencies, regulatory bodies, industry associations, professional bodies and industry players.

2.3.1 Government Agencies and Regulatory Bodies

The Government agencies that are empowered by the legislations according to the scope and powers given in the related acts that directly regulates the postal and courier service industry in Malaysia are as follows:

a) **Ministry of Communications and Multimedia (MCM), Malaysia**.
   MCM, Malaysia is the Government agency that is responsible for communications, multimedia, broadcasting, information, personal data protection, special affairs, media industry, film industry, domain name, postal, courier, mobile service, fixed service, broadband, digital signature, universal service, international broadcasting, content[21].

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[20] Stakeholder Relationship Management: A Maturity Model for Organisation Implementation. Retrieved from https://mosaiprojects.com.au/shop-stakeholders-relationship-management.php

[21] Ministry of Communications and Multimedia (Malaysia). (2019, August 18) Retrieved from https://en.wikipedia.org.

For postal and courier industry, MCM as a main government agency that responsible in postal and courier industry development and growth.

b) Ministry of Transport (MoT), Malaysia.

MoT, Malaysia is the Government agency that is responsible for transport: road transport, civil aviation, marine, road safety, port authority, railway assets, maritime, air accident investigation, logistic, maritime safety, shipping, rail transport, airport and airline[22].

c) Ministry of Home Affairs (MHA), Malaysia.

MHA, Malaysia is the Government agency that is responsible for home affairs: law enforcement, public security, public order, population registry, immigration, foreign workers, management of societies, anti-drug, publication / printing / distribution of printed materials, film control, management of volunteer, rehabilitation and implementation of punishment[23].

d) Ministry of Economic Affairs (MEA), Malaysia.

MEA, Malaysia is the Government agency that is responsible for planning and policy change in the country[24]. MEA is also responsible to ensure policies and strategies drawn up are inclusive and holistic for all stakeholders in postal and courier industry. Through MEA, the delivery system of public services, financial stability, comprehensive data and knowledgeable society will be improved[25].

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[22] Ministry of Transport (Malaysia) (2019, September 2) Retrieved from https://en.wikipedia.org.

[23] Ministry of Home Affairs (Malaysia). (2019, September 2) Retrieved from https://en.wikipedia.org.

[24] Ministry of Economic Affairs (Malaysia) (2019, September 2) Retrieved from https://theredddesk.org.

[25] Ministry of Economic Affairs (MEA), Malaysia (2019, July 4) Retrieved from malaymail.com/news/malaysia /2019/07/04/economic-affairs-ministry-12-malaysian-plan-engagement-sessions-kicks-off-n/1768387

e) **Ministry of Industry and International Trade (MITI), Malaysia**.

MITI is the Government agency that is responsible for the followings[26]:

i) To plan, formulate and implement policies on industrial development, international trade and investment;

ii) To encourage foreign and domestic investment;

iii) To promote Malaysia's exports of manufacturing products and services by strengthening bilateral, multilateral and regional trade relations and cooperation;

iv) To enhance national productivity and competitiveness in the manufacturing industry; and

v) Supervising in promoting Malaysia's export to enabled local companies to carve new frontiers in global markets.

MITI is also responsible for supervising Malaysia External Trade Development Corporation (MATRADE), MATRADE's mission is to promote Malaysia's export has enabled many local companies to carve new frontiers in global markets.

f) **The Ministry of Domestic Trade and Consumer Affairs (MDTCA), Malaysia**.

MDTCA is the Government agency that is responsible for promoting the development of a viable, competitive and sustainable domestic economy, specifically in the Distributive Trade Industry[27].

MDTCA is also involve in Price Control and Anti-Profiteering (Mechanism to Determine Unreasonably High Profit for Goods) Regulations 2016 to act upon the profiteering activity including Postal and Courier service industry.

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[26] Ministry of Industry and International Trade (Malaysia). (2019, September 2). Retrieved from https://www.miti.gov.my.

[27] The Ministry of Domestic Trade and Consumer Affairs (KPDNHEP). (2019, September 2). Retrieved from https://www.kpdnhep.gov.my.

g) Ministry of Finance (MoF), Malaysia.

MoF is the Government agency that is responsible for to[28]:

i)   Formulate and implement fiscal and monetary policies in order to ensure effective and efficient distribution and management of financial resources;

ii)   Formulate financial management and accounting processes, procedures and standards to be implemented by all Government;

iii) Manage the acquisition and disbursement of federal Government loans from domestic and external sources;

iv)   Monitor that Minister of Finance Incorporated companies are managed effectively;

v)   Monitor the financial management of Ministries, Government Departments and statutory Bodies;

vi)   Formulate and administer policies related to be the management of Government procurement; and

vii) Formulate policies and administer Government housing loans for public industry employees.

h) Ministry of Human Resources (MoHR), Malaysia.

MoHR is the Government agency that is responsible for skills development, labour, occupational safety and health, trade unions, industrial relations, industrial court, labour market information and analysis, social security[29].

The Regulatory Bodies that are empowered by the legislations according to the scope and powers given in the related acts that directly regulates the postal and courier service industry in Malaysia.

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[28] Ministry of Finance (MoF), Malaysia. (2019, September 2) Retrieved from https://www.treasury.gov.my.

[29] Ministry of Human Resources (MOHR). (2019, September 2) Retrieved from https://www.mohr.gov.my.

i)   Malaysian Communications and Multimedia Commission (MCMC)

MCMC key role was the regulation of the communications and multimedia industry based on the MCMC Act (1998) and the Communications and Multimedia Act (1998). Its role is also to implement and promote the Government's national policy objectives for the communications and multimedia industry. The MCMC is also charged with overseeing the new regulatory framework for the converging telecommunications and broadcasting industries and on-line activities[30].

In 2001, the Commission's role was expanded to include overseeing the postal service industry pursuant to the Postal Services Act 1991 and licensing of the Certification Authorities under the Digital Signature Act 1997. MCMC primary functions includes:

i)   Advise the Minister on all matters concerning the national policy objectives for communications and multimedia activities;

ii)   Implement and enforce the provisions of the communications and multimedia law;

iii)   Regulate all matters relating to communications and multimedia activities not provided for in the communications and multimedia law;

iv)   Consider and recommend reforms to the communications and multimedia law;

v)   Supervise and monitor communications and multimedia activities;

vi)   Encourage and promote the development of the communications and multimedia industry;

vii)   Encourage and promote self-regulation in the communications and multimedia industry;

viii)   Promote and maintain the integrity of all persons licenced or otherwise authorised under the communications and multimedia industry;

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[30] MCMC Roles and Responsibilities. (2019, August 18) Retrieved from https://www.mcmc.gov.my.

ix) Render assistance in any form to, and to promote cooperation and coordination amongst, persons engaged in communications and multimedia activities; and

x) Carry out any function under any written law as may be prescribed by the Minister by notification published in the Gazette.

MCMC roles includes[31]:

i) Economic Regulation:
Includes the promotion of competition and prohibition of anti-competitive conduct, as well as the development and enforcement of access codes and standards. It also includes licensing, enforcement of license conditions for network and application providers and ensuring compliance to rules and performance service quality;

ii) Technical Regulation:
Includes efficient frequency spectrum assignment, the development and enforcement of technical codes and standards, and the administration of numbering and electronic addressing;

iii) Consumer Protection:
Emphasises the empowerment of consumers while at the same time ensures adequate protection measures in areas such as dispute resolution, affordability and availability of services;

iv) Social Regulation:
Includes the twin areas of content development as well as content regulation; the latter includes the prohibition of offensive content as well as public education on content-related issues;

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[31] MCMC Roles and Responsibilities. (2019, August 18) Retrieved from https://www.mcmc.gov.my.

Postal Regulation:

Includes safeguard the provision postal service and promote competition in the postal and courier market; and

vi) **Certification Authority Regulation**:

Includes control of the Certification Authority's operation through licensing and audit mechanism to ensure its trustworthiness.

j) **Malaysian Road Transport Department (RTD)**

RTD is a government department under the MoT, Malaysia. It is responsible for providing counter services for licensing of vehicles and drivers and the enforcement of the Road Transport Act 1987 to ensure safe drivers and safe vehicles. It is an organisation that provides high quality services, with the responsibility to manage and enforce the collection of revenue in a transparent and efficient manner[32].

2.3.2 Industry Association and Professional Bodies

This section provides information regarding industry association and professional bodies related to postal and courier industry. For industry association, there is only one association related to postal and courier industry.

Association of Malaysian Express Carriers (AMEC) is the only association that was established for postal and courier service industry in Malaysia. The aim of this association is to provide an umbrella body to promote, protect and develop the collective interests of the companies involved in the express services industry in Malaysia. The objectives of this association include[33]:

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[32] Road Transport Department (RTD), Malaysia. 2019, (2019, August 18) Retrieved from http://www.jpj.gov.my.

[33] Association of Malaysian Express Carriers (AMEC). (2019, August 18) Retrieved from https://www.amec.my.

a) To promote and establish a better understanding and appreciation of the express services industry by raising the profile of the Members it represents through an increased awareness of the contribution made by express services companies;

b) To provide a forum for the exchange and sharing of ideas to overcome problems faced in the express service industry and thereby increase the efficiency of express services to the public;

c) To provide an avenue whereby the views of all Members may be authoritatively expressed on matters relating to the express service industry in dialogues with government authorities and other relevant bodies;

d) To develop a common understanding of what constitutes standard express services and ethical practices and to ensure the operations of Members and Associate Members to an accepted level of best practice as may be laid down by the Association;

e) To preserve and enhance friendly relations between the Members and ensure such cooperation will benefit the public;

f) To pursue all measures to enhance the speed and the efficiency of express services;

g) To maintain good relations with all other bodies and organisation connected with express services and to co-operate with them for the benefit of Members; and

h) Contributing to the development and well-being of the people and the nation of which it remains a vital vibrant and integral component.

Currently, AMEC having 60 members including *Pos Malaysia Bhd*, City-Link Express, Gdex, Karhoo Courier, Ta-Q-Bin Express, Nationwide Express, and Skynet. There are 690 registered Postal and Courier service company in Malaysia. The list of industry players below consist of the main contributor in the Postal and Courier service in Malaysia are as follows:

a) **ABX Express (M) Sdn. Bhd**.

A bumiputra-owned company. Started its operations 29 years ago in Labuan and has since grown to service the whole nation through its own network of 75 offices or service centres[34].

b) **City-Link Express (M) Sdn. Bhd**.

Founded in 1979 offering an extensive range of products and services to cater to both the domestic and international markets. Since its debut, City-Link Express has expanded beyond Malaysia and into Singapore, Thailand, Indonesia, Hong Kong, China, etc[35].

c) **DHL Express (M) Sdn. Bhd**.

Founded in 1969, it is the first logistics provider in the world. Currently the world's largest logistics company with over 380,000 employees and offices in over 220 countries and territories[36].

d) **GD Express Sdn. Bhd**.

Established in 1907 and providing express delivery service both the domestic and international markets. It operates a network of 223 stations: comprising 75 branches, 1 affiliate, 55 agents, 24 lodge-in centres and 67 reseller agencies throughout Malaysia[37].

e) **Nationwide Express Courier Services Bhd**.

Founded in 1985, and one of the first few locally established companies in Malaysia, with its principal activity being that of a courier service provider. Supported by more than 1,600 dedicated employees, 240 fleet of nationwide mobiles and 500 motorbike couriers, it meets the demand for door-to-door fast, efficient and reliable service for speedy transfer of lightweight and high value goods between locations[38].

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[34] ABX Express. (2019, August 19) Retrieved from http://www.abxexpress.com.my.
[35] City-Link Express. (2019, August 19) Retrieved from http://www.citylinkexpress.com.my.
[36] DHL. (2019, August 21) Retrieved from https://www.logistics.dhl.
[37] GDEX. (2019, August 22). Retrieved from https://www.gdexpress.com.
[38] Nationwide Express. (2019, August 19) Retrieved from http://www.nationwide2u.com.

f) *Pos Malaysia Bhd*.

Pos Malaysia *Bhd* is the nation's postal service provider and has a network of more than 1,000 touch points with presence across the country, encompassing post offices, Pos Mini, Post Automated Machines (PAM), Post-on-Wheels & Go2U (mobile outlets), Pos Laju outlets and service centres, Pos Laju Kiosks, Pos Laju EziBox, Pos Laju Prepaid EziDrop, e-Commerce Hubs, Pos Laju EziDrive-Thru, as well as postal and stamp agents, offering Malaysians the most extensive retail network[39].

g) PSH Express Sdn. Bhd.

Founded in 1993, it is a company that handles business consulting of air courier services and fulfilment business[40].

h) Skynet Express (M) Sdn. Bhd.

Established in 1992, it has established more than 80 stations at strategic locations in Malaysia. It provides next day delivery for its courier services; International freight: Air and Sea; logistics and warehousing; pick & pack and special projects for customers[41].

i) Sure-Reach Worldwide Express Sdn. Bhd.

Started in year 2004, it has grown exponentially into a one-stop back-office outsourcing specialist. It has warehouses and offices throughout the country and supported by a team of over 300 employees and a fleet of over 100 vehicles[42].

j) TNT Express Worldwide (M) Sdn. Bhd.

A FedEx company and delivers close to one million consignments ranging from documents and parcels to palletised freight. The company offers road

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[39] Pos Malaysia. (2019, August 20) Retrieved from https://www.pos.com.my.
[40] CTOS. (2019, August 19). Retrieved from https://www.ctoscredit.com.my.
[41] Skynet. (2019, August 19). Retrieved from http://www.skynet.com.my.
[42] Sure Reach. (2019, August 19). Retrieved from https://www.sure-reach.com.

and air delivery services in Europe, the Middle East and Africa, Asia-Pacific and the Americas[43].

k) **United Parcel Service (M) Sdn. Bhd**.

Founded in 1907 in the United States. It has grown into a multi-billion-dollar corporation by clearly focusing on the goal of enabling commerce around the globe. It has become the world's largest package delivery company and a leading global provider of specialised transportation and logistics services in more than 200 countries and territories worldwide[44].

2.3.3 Training Centre

Currently, there are two organisations in Malaysia that provide internal training courses in postal and courier services that are from the Pos Centre Of Development (POSCODE) for postal and GDEX Academy represent as courier training services.

a) **Pos Centre Of Development (POSCODE)**

A total of 1,000 postmen underwent a series of technical courses conducted at POSCODE. These courses encompass the fundamentals in postal operations such as quality management, processing and delivery. Each postman spent at least five days on formal training[45].

b) **GDEX Academy**

GDEX Academy is a specially-designed tertiary education programme where school-leavers and those interested in building a career in the express delivery service industry can enrol as professional students. The programme, developed jointly by GDEX and the Skills Development Board of the Human Resources Ministry, will be taught by GDEX skilled operations personnel who will share their on-the-job experience and management expertise with the students. The GDEX Academy will not only engender greater

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[43] TNT (2019, August 19). Retrieved from https://www.tnt.com.
[44] UPS. (2019, August 19). Retrieved from https://www.ups.com.
[45] Pos Malaysia annual report 2007. Page 32

professionalism but also provide a steady source of skilled manpower to the industry[46].

2.4 Government Legislations, Policies and Initiatives

It is imperative that, this research had referred to legislations, by-laws and policies that are directly related and still available to postal and courier services industry.

2.4.1 Government Legislations

All Postal and Courier service industries in Malaysia are governed by the following legislations:

a) **Postal Services Act 2012 (Act 741)**
   This Act provide the licensing of postal services and the regulation of the postal services industry, and for incidental or connected matters, includes[47]:

   i)   Functions of the Commission;
   ii)   Ministerial Powers and Procedures;
   iii) Licensing Provision;
   iv)   Provisions Relating to the Universal Service Licensee;
   v)   General Terms and Conditions of Postal Services;
   vi)   Other Services;
   vii) Regulation of Rates;
   viii) General Competition Practices;
   ix)   Consumer Protection;
   x)   Postcode and Addressing System and Postal Identifiers;
   xi)   Powers and Procedures of the Malaysian Communications and Multimedia Commission;
   xii) Offences and Penalties;

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[46] GDEX (2019, September 13). Retrieved from https://www.gdexpress.com/malaysia/corporate-info/ceos-review/
[47] Postal Services Act 2012 (Act 741). (2019, August 4) retrieved from https://www.mcmc.gov.my/legal/acts/postal-services-act-2012-act-741.

xiii)   Information Gathering Powers and Enforcement Provisions;

xiv)   General;

xv)   National Interest Matters; and

xvi)   Savings and Transitional.

b) Postal Services (Licensing) Regulations 2015

This Regulations includes the grants of license for requests as follows[48]:

i)   A universal service license; or

ii)   A non-universal license for:

- License A for providing courier services including inside and outside international and domestic courier services in Malaysia;
- License B for providing courier services inside international and domestic courier services in Malaysia; or
- License C for providing courier services between states in Malaysia.

It also regulates the renewal, replacement, suspension and transferring rights of the license. The period for licenses as follows[49]:

i)   20 years since the issue of the license for universal; and

ii)   three years since the issue of the license for non-universal.

c) Postal Services (Universal Service) Regulations 2015

This Regulations includes[50]:

i)   Basic postal service;

ii)   Frequency of service delivery and collection;

iii)   Post office;

iv)   Mailboxes;

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[48] Postal Services (Licensing) Regulations 2015. Retrieved from https://www.mcmc.gov.my.
[49] Minister of Communications and Multimedia. (2019, August 4) Retrieved from
https://www.mcmc.gov.my/skmmgovmy/media/General/pdf/post_services_licensing.pdf
[50] Postal Services (Universal Service) Regulations 2015. Retrieved from https://www.mcmc.gov.my.

v)   Universal service master plan for rural areas;

vi)   Standard service for basic postal services;

vii) The exclusive right to distribute mail under 500 grams;

viii) Universal service security;

ix)   Disaster plan;

x)   Annual Report;

xi)   Maintenance of postal address record; and

xii) Accounting records.

d) Strategic Trade Act 2010 (STA) (Act 708)

This Act to provide for control over the export, transhipment, transit and brokering of strategic items, including arms and related material, and other activities that will or may facilitate the design, development and production of weapons of mass destruction and their delivery systems and to provide for other matters connected therewith, consistent with Malaysia's national security and international obligations, includes[51]:

i)   Appointment and Powers of Strategic Trade Controller;

ii)   Control of Strategic Items, Unlisted Items and Restricted Activities;

iii) Permit and Registration;

iv)   Enforcement; and

v)   General.

e) Service Tax Act 2018 (STA 2018)

The provision of courier delivery services under prescribed circumstances is subject to service tax. The rate of service tax shall be charged at 6%. In the case of provision of courier delivery services, service tax is charged at the point when services rendered. Courier services are subject to 6% service tax if:

i)   The service provider licenced under Section 10, PSA 2012;

ii)   It is a domestic courier service; and

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[51] Strategic Trade Act 2010 (STA) (Act 708). Retrieved from https://www.mcmc.gov.my.

iii) The service provider registered under Service Tax Act 2018 (STA 2018).

Postal services by *Pos Malaysia Bhd* by way of sending letters that require postage stamp including bulk mailing and franking machine is not subject to service tax[52].

f) Postal Services (Postage Rates) Rules 2010

It covers the domestic rate of postage, domestic rate of postage for transmission in bulk, international rate of postage, postal article for the blind, registered postal article, customs clearance fee, certificate of posting, postal inquiries, and revocation[53].

2.4.2 Government Policies and Initiatives

Government Policies and Initiatives related to Postal and Courier service industry in Malaysia are as follows:

a) Postal and Courier National Policy Objectives.

MCMC has been entrusted to promote the following policy objectives for the postal services industry[54]:

i) To safeguard the provision of affordable and quality universal service;

ii) To promote the growth of a competitive and innovative postal services industry;

iii) To establish Malaysia as a major global centre and hub for postal services;

iv) To regulate for the long-term benefit of the user;

v) To promote a high level of consumer confidence in service delivery by the postal services industry;

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[52] Service Tax Act 2018. (2019, August 18). Retrieved from https://mysst.customs.gov.my/SSTAct.
[53] Minister of Communications and Multimedia, (2019, August 18). Retrieved from: https://www.skmm.gov.my/skmmgovmy/media/General/pdf/Postal_Services_(Postage-Rates)_Rules_2013_PU(A)118_2013.pdf
[54] Postal and Courier National Policy Objectives. (2019, August 18). Retrieved from https://www.skmm.gov.my.

vi) To ensure the security of postal service industry workers and the security of postal articles and the postal network;

vii) To respond to the technical, economic and social environment and needs of consumers; and

viii) To ensure fair competition amongst the parties involved in the postal services industry in Malaysian.

b) National Postal Strategy (NPS)

Effective postal and courier services which meet commercial and social needs of the country are important to both competitiveness and social cohesion. Hence, the Government of Malaysia is committed[55]:

i) To promote a vibrant postal and courier market;

ii) To promote an efficient Post Office network to meet the country's present and future needs;

iii) To promote greater access to postal services for its population by creating a conducive postal regulatory and development policy framework; and

iv) To promote a modern and ubiquitous postal and courier service network that results in excellent service quality and innovative products by industry players.

NPS sets out a roadmap for the development of postal and courier industry in Malaysia for a period 2010 to 2014. It lays an aggressive and coherent development agenda which is designed to meet the changing needs of customers, marker and operating environment driven mainly by the information revolution, globalization and changing economic climate.

i) **Vision**: The postal and courier industry - an essential component of the Malaysian economy.

ii) **Mission**: To drive the development and growth of a robust postal and courier industry in line with the economic and social needs of the nation.

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[55] National Postal Strategy (NPS). (2019, August 20). Retrieved from https://www.skmm.gov.my.

iii)   NPS is engineered on five thrusts:

- Sustainable Universal Postal Service;
- Improve Service Quality;
- Improve Productivity;
- Foster Industry Growth; and
- Enhance International Development.

c)   Postal Transformation Plan for Sabah and Sarawak (PTPSS)

From Figure 2.1, MCMC continued its postal services initiatives in rural development namely Postal Transformation Plan for Sabah and Sarawak (PTPSS) Phase 4 and address for all project. The programme has strengthened the integration of postal services between Peninsular Malaysia and East Malaysia. Under the PTPSS, a total of 450 Community Postmen were appointed with 225 each in Sabah and Sarawak respectively. From the core work activities of delivering mail, their function was further up-scaled to deliver parcels to enable e-commerce activities for the rural community. Also, a total of 18 units POS on Wheels (PoW) continues to operate to support postal services for communities in these rural areas. Meanwhile, since 2016, address for all project, a national address initiative to mitigate and reduce the number of premises with incomplete address, has created more than 100,000 premises with new addresses[56].

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[56] Industry Performance Report 2018.MCMC. Page 139

Figure 2.1: MCMC Initiatives for Postal and Courier Industry

(Source: Malaysian Communications and Multimedia Commission,

2018)

2.5   Industry and Market Intelligence

Industry and market intelligence are the collection and distribution of data of an industry by using a variety of approaches. The industry will be able to utilise this information to make business decisions, manpower developments and training requirements. Industry intelligence is critical for developing strategies in the areas of manpower development and the impact of those developments. This section will provide information regarding postal and courier industry based on the industry growth and employment statistic.

2.5.1 Growth of Postal and Courier Services Industry

Based on National Account Gross Domestic Product 2015-2018, Malaysia gross domestic product (GDP) recorded RM1,361.5 billion in 2018, which see 4.7 per cent growth compared to 2017 with 5.7 per cent in Chart 1-Value Added and Annual Percentage Change[57]. For main contributor in Malaysia GDP 2018, services and manufacturing are the main contributor with 56.7 per cent and 22.4 per cent each while for main expenditure, private final consumption was the main influencer.

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[57] Department of Statistics Malaysia. 2019. National Account Gross Domestic Product 2018. Page 1

Other than that, for this study, it will focus on postal and courier industry in services sectors. For services sectors growth on Malaysia GDP, services sector recorded 56.7 per cent contribution to Malaysia GDP 2018 compared to 55.6 per cent in 2017, 55.4 per cent in 2016 and for 2015 about 54.7 per cent in Table 4.7- GDP by Kind of Economic Activity at Constant 2015 Prices-Percentage Share to GDP[58]. From the growth, in 2018, services sector recorded highest percentage share to Malaysia GDP compare to another year. More than that, for postal and courier industry percentage share to Malaysia GDP, postal and courier is included in transportation and storage industry and for 2018, it contributed 0.2 per cent with the same value in 2017 and 2016 but in 2015 declined to 0.1 per cent in Table 4.7- GDP by Kind of Economic Activity at Constant 2015 Prices-Percentage Share to GDP[59]. Postal and courier is the lowest contributor in percentage share to Malaysia GDP in transportation and storage industry.

More than that, for annual percentage change of postal and courier industry in 2016 to 2018, there were increasing in term of per cent by year. In 2016, annual percentage share for postal and courier industry is 6.2 per cent and increasing throughout the year with 7.5 per cent in 2017 and for 2018 about 10.2 per cent in Table 5- GDP by Kind of Economic Activity at Constant 2015 Prices-Percentage Share to GDP [60].

2.5.2 Employment Statistics

This section provides an overview regarding labour force, labour demand in Malaysia and employment statistics of postal and courier industry.

a)   **Labour Force in Malaysia**
     Labour force can be defined as the sum of persons in employment plus persons in unemployment. Together these two groups of the population represent the current supply of labour to produce goods and services taking place in a country through market transactions in exchange for

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[58] Department of Statistics Malaysia. 2019. National Account Gross Domestic Product 2018. Page 46
[59] Department of Statistics Malaysia. 2019. National Account Gross Domestic Product 2018. Page 47
[60] Department of Statistics Malaysia. 2019. National Account Gross Domestic Product 2018. Page 39

remuneration[61]. The concept and definition of labour force in Malaysia are stated in Figure 2.2.

Labour force in Malaysia increased by 2.0 per cent from 15.0 million persons in 2017 to nearly 15.3 million persons in 2018. The increment in labour force was contributed by 299,200 employed persons. Labour force participation rate (LFPR) in 2018 increased by 0.3 percentage points to 68.3 per cent as compared in 2017 about 68.0 per cent[62]. Hence, the remaining 31.7 per cent of the working age population was outside the labour force. On the other hand, the unemployment rate improved to 3.3 per cent in 2018 as compared to 3.4 per cent in 2017. This shows that the country's economy is still operating with full employment where the unemployment rate is below 4.0 per cent.

Working age	• All person aged between 15 to 64 years who are either in the labour force or outside the labour
Labour force	• All person in the working age who are either employed or unemployed
Employed	• All person who, at any time during the reference week worked at least one hour for pay, profit or family gain either as employers, own account workers or unpaid family workers
Unemployed	• All person who did not work during the reference week and are classified into two groups that are actively unemployed and inactively unemployed
Outside Labour force	• All person not classified as employed or unemployed are classified as outside labour force. This category consists of housewives, students (including those going for further studies), retirees, disabled person and those not interested in looking for jobs.

Figure 2.2: The Concept and Definition of Labour Force in Malaysia

(Source: Department of Statistics Malaysia, 2019)

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[61] International Labour Organisation. 2018. Labour force (2019, September 30) Retrieved from https://www.ilo.org/global/statistics-and-databases/statistics-overview-and-topics/WCMS_470304/lang--en/index.htm

[62] Department of Statistics Malaysia. 2019. The Labour Force Survey Report 2018. Page 12

In line with the age structure of population in Malaysia, the highest number of labour force was for the age group 25–29 years as shown in Figure 2.3. In 2018, labour force in the 25–29 years age group stood at 18.1 per cent (2,760.3 thousand) followed by 16.0 per cent (2,446.1 thousand) in the 30–34 years age group and 14.0 per cent (2,147.6 thousand) in the 20–24 years age group[63].

	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64
2018	541.3	2147.6	2760.3	2446.1	1969.5	1598.8	1409.3	1186.7	826.1	394.6
2017	521.4	2161.1	2745.3	2410.7	1887	1581.8	1382.2	1161	792.2	382.3
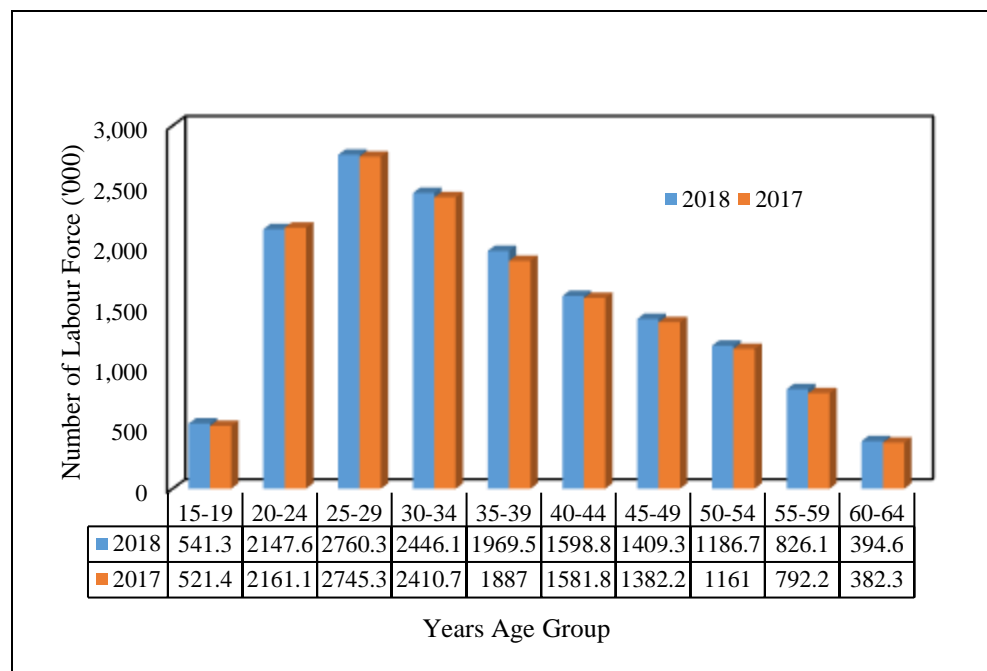
Figure 2.3: Labour Force by Age Group, Malaysia, 2017 and 2018
(Source: Department of Statistics Malaysia, 2019)

In 2018, the number of employed persons with tertiary education increased 0.5 percentage points to 28.6 per cent as against 28.1 per cent in the previous year as shown in Figure 2.4 [64]. Meanwhile, employed persons with primary education and secondary education declined 0.4 percentage points and 0.2 percentage points respectively.

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[63] Department of Statistics Malaysia. 2019. The Labour Force Survey Report 2018. Page 14
[64] Department of Statistics Malaysia. 2019. The Labour Force Survey Report 2018. Page 14
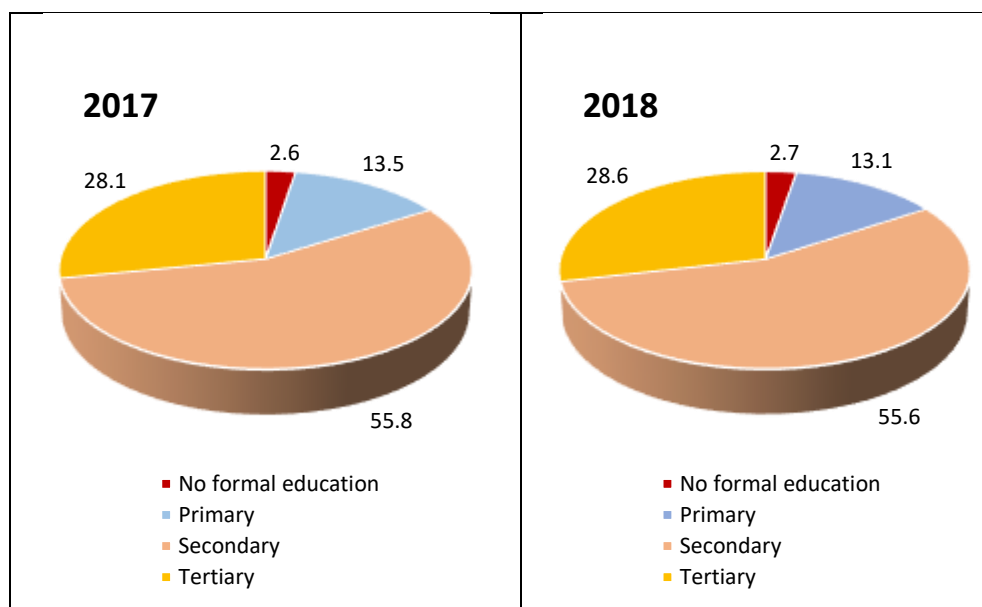
Figure 2.4: Employed Person by Educational Attainment, Malaysia, 2017
and 2018

(Source: Department of Statistics Malaysia, 2019)

The composition of employed persons in the services sector rose by 1.4 percentage points. On the contrary, the composition of employment in the other four sectors recorded a decrease; agriculture (0.7 percentage points), mining and quarrying (0.1 percentage points), manufacturing (0.4 percentage points) and construction (0.2 percentage points) as shown in Figure 2.5 [65].

Figure 2.5: Employed Person by Sector, Malaysia, 2017 and 2018

(Source: Department of Statistics Malaysia, 2019)

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[65] Department of Statistics Malaysia. 2019. The Labour Force Survey Report 2018. Page 15

b) **Overview of service sector labour demand**

Labour demand indicates the total labour that the economy is willing to employ at any given point of time. At the microeconomic level, labour demand by firm refers to positions in the company; and through the process of hires and separations, the information's of filled positions and vacancies can be estimated. The concepts and definitions of the statistics on labour demand in this publication are as in Figure 2.6.

Vacancies

Vacancies refer to unfilled positions which are ready to be filled. Employers are actively seeking candidates including advertising vacancies, issuing notices and registering with employment agencies as well as conducting interviews to select candidates to fill in the vacancies

Filled Positions

Filled positions refer to paid employee (full-time and part-time). Filled positions exclude individual proprietors and business partners, unpaid family workers and employee on unpaid leave

Position

Position refer to the total labour that a firm is waiting to employ at any given point of time. Position is the sum of filled position and vacancies

Jobs Created

Jobs created refer to positions created in an organization which were not previously available, including newly created service schemes, positions created for the promotion of existing employees and increase in the number of positions from existing structure

Figure 2.6: Concepts and Definitions of The Statistics on Labour

Demand

(Source: Department of Statistics Malaysia, 2019)

The number of positions for Services sector in 2018 was 4,421 thousand, went up 58 thousand from 4,363 thousand in 2017. Filled positions rate of this sector was 4,384 thousand in 2018 increase about 62 thousand from 4,322 thousand in 2017. Meanwhile the number of vacancies recorded was 37 thousand in 2018 compared to 42 thousand recorded in 2017. As for jobs created, 51.0 thousand jobs were recorded for this sector in 2018 while 77.7 thousand recorded in 2017, declined about 26.7 thousand[66].

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[66] Department of Statistics Malaysia. 2019. Employment Statistics Second Quarter 2019. Page 22

The position by skill in services sector by percentage share, in 2018, 47.1 per cent was recorded for semi-skilled worker, 32.7 per cent for skilled worker and 20.2 per cent for low-skilled worker[67]. As compared to 2017, the numbers of semi-skilled worker position are 46.8, while for skilled worker and low-skilled worker are 32.6 per cent and 20.6 per cent recorded for each part. The details of the information can be referred to Figure 2.7.
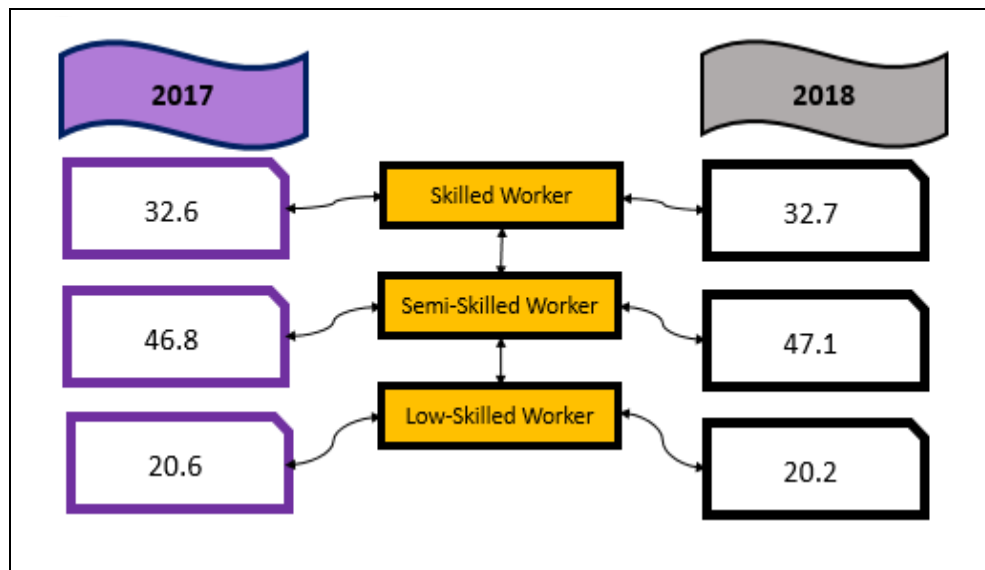
Figure 2.7: Position by Skill in Service Sector by Percentage Share
(Source: Department of Statistics Malaysia, 2019)

Other than that, for filled position by skill in services sector by percentage share, for 2018, 47.1 per cent was recorded for semi-skilled worker, 32.8 per cent for skilled worker and 20.1 per cent for low-skilled worker[68]. The comparison with 2017 can be referred to Figure 2.8.

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[67] Department of Statistics Malaysia. 2019. Employment Statistics Second Quarter 2019. Page 32
[68] Department of Statistics Malaysia. 2019. Employment Statistics Second Quarter 2019. Page 38
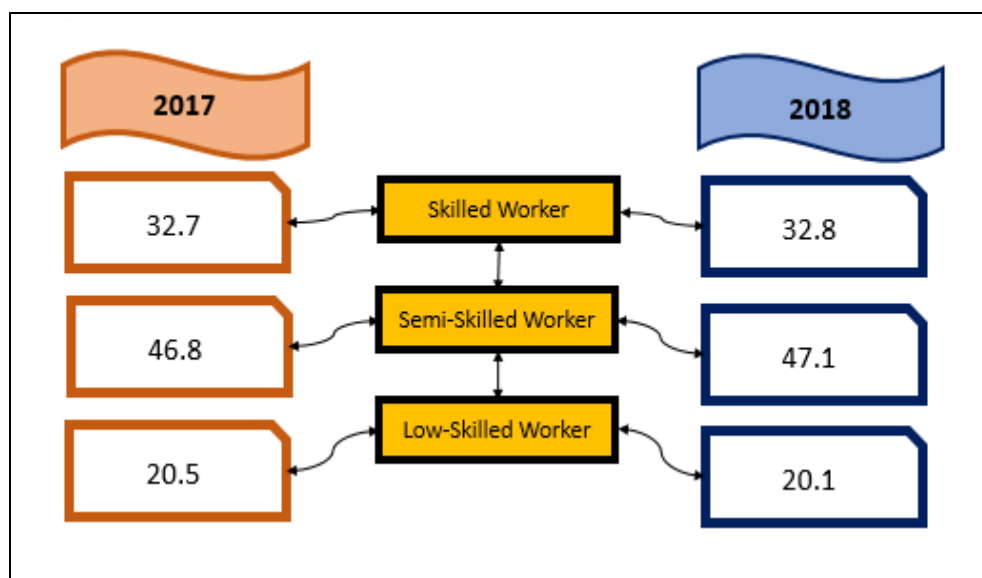
Figure 2.8: Filled Position by Skill in Service Sector by Percentage Share
(Source: Department of Statistics Malaysia, 2019)

More than that, for vacancies by skill in services sector by percentage share, for 2018, 45.0 per cent was recorded for semi-skilled worker, 27.0 per cent for skilled worker and 28.0 per cent for low-skilled worker[69]. The comparison with 2017 can be referred to Figure 2.9.
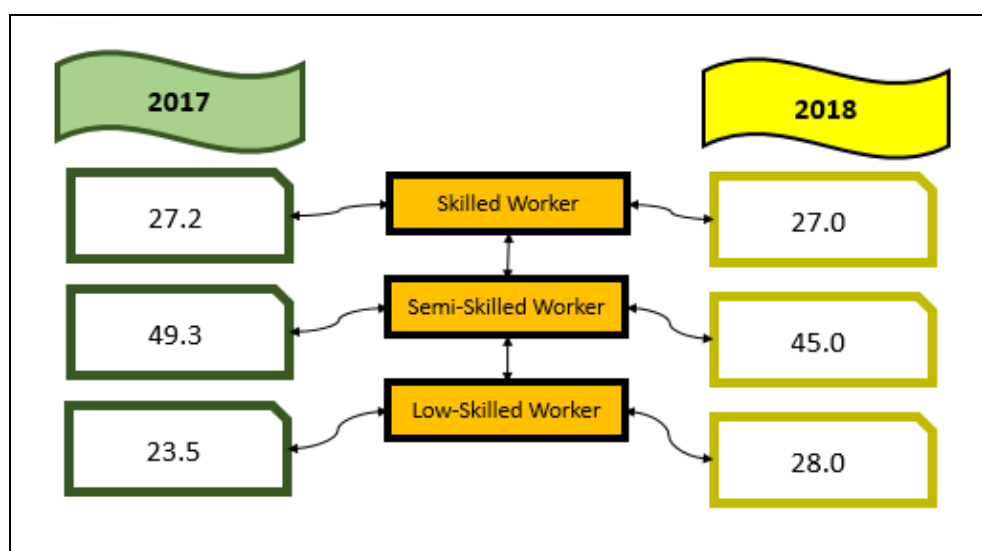
Figure 2.9: Vacancies by Skill in Service Sector by Percentage Share
(Source: Department of Statistics Malaysia, 2019)

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[69] Department of Statistics Malaysia. 2019. Employment Statistics Second Quarter 2019. Page 44

Last but not least, for jobs created by skill in services sector by percentage share, for 2018, 54.9 per cent was recorded for skilled worker, 38.0 per cent for semi-skilled worker and 7.1 per cent for low-skilled worker[70]. The comparison with 2017 can be referred Figure 2.10.
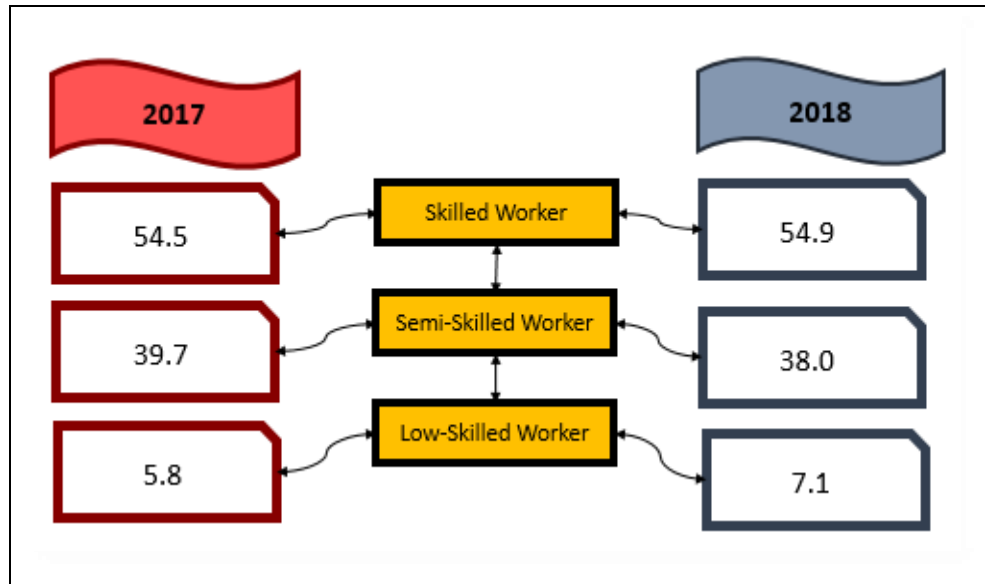
Figure 2.10: Jobs Created by Skill in Services Sector by Percentage Share

(Source: Department of Statistics Malaysia, 2019)

c)   **Employment growth of Postal and Courier industry**

Figure 2.11 shows all in all, the number of postal employees has seen a steady rise from the year 2014 to 2018. In these five years, the year that saw the most growth was 2015 with 18,925 from 18,265 in 2014. Second to that was the year 2018 with 19,411 from 19,066 in the year before it [71].

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[70] Department of Statistics Malaysia. 2019. Employment Statistics Second Quarter 2019. Page 50
[71] Postal-Courier, Pocket of Book Statistics, 2018, MCMC. Page 13
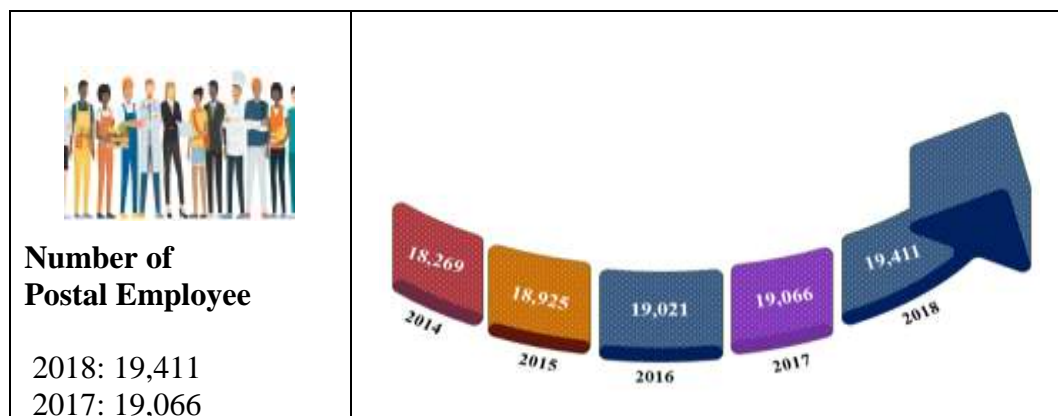
Figure 2.11: Number of Employee for Postal Industry

(Source: Pos Malaysia Bhd, 2018)

For Courier services, with similar trend to that of Postal, also saw an increase in numbers of employees, generally are shown in Figure 2.12. The year with the most employee increase was 2018. Even when compared with years preceding it, 2018 recorded the highest number of employees. In 2017, the figures saw a dip in the administrative and the other categories compared to the year before it[72].
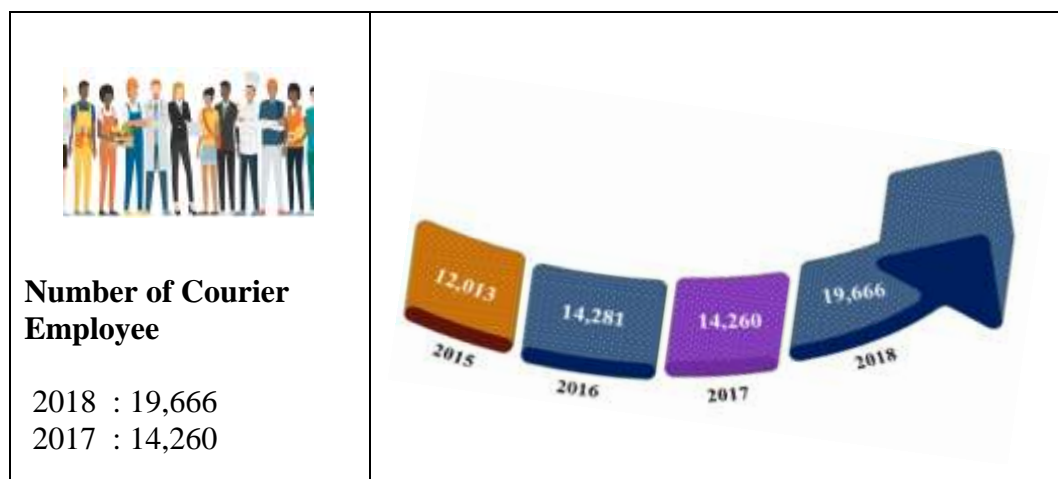
Figure 2.12: Number of Employee for Courier Industry

(Source: Malaysian Communications and Multimedia Commission, 2018)

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[72] Postal-Courier, Pocket of Book Statistics, 2018, MCMC. Page 39

2.5.3 Conclusion

In conclusion, for postal and courier industry, from 2015-2018, the contribution of this industry toward Malaysia GDP are increasing with 0.1 per cent in 2015 compared to 0.2 per cent in 2016-2018.

More than that, for employment statistics, postal and courier industry show the high contributor for number of employments with the industry with 39,077 employees. The growth of this industry clearly shows that postal and courier industry is one of potential industry for enhance country development in the future.

2.6 Existing NOSS Relevant to MSIC 2008 Section H, Division 53

The existing NOSS January 2019 that have been develop by DSD were determined with the 2 digits MSIC 2008 Division 53: Postal and Courier Activities. Based on Table 2.4, there are 3 develop NOSS for courier activities that related to MSIC 2008 which are starting from level 3: Courier Service Operation, level 4: Courier Operation Management and level 5: Courier Operation Management. However, there is no available NOSS for postal activities. The summary of existing NOSS titles are illustrated in Table 2.4

Table 2.4: Summary of NOSS Develop under Division 53
(Source: NOSS Registry January 2019)

MSIC 2008 GROUP	CORRESPONDING NOSS/ LEVEL	
531 - Postal Activities	Not Available	
532 - Courier Activities	1. **IL-011-3:2012**	Courier Service Operation L3
	2. **IL-011-4:2012**	Courier Operation Management L4
	3. **IL-011-5:2012**	Courier Operation Management L5

2.7 Overview of Postal and Courier Activities in Developed Country

This section provides brief overview regarding develop countries in postal and courier industry. For this section, Switzerland and Japan was discussed due to their good performance in postal and courier industry. Switzerland was ranked 1st in Integrated Index for Postal Development (2IPD) – 2018 global ranking with 100 score while Japan ranked

3rd with 91.6 score and top in Asia country and Malaysia ranked 25th with 64.4 2IPD score[73]. The detailed overview of the countries is discussed in the Chapter 4.

2.8 The Relation of Industry and Industrial Revolution 4.0 (IR4.0)

Industrial production was transformed by steam power in the nineteenth century, electricity in the early twentieth century, and automation in the 1970s. These waves of technological advancement did not reduce overall employment. With the surge of automation in manufacturing industry, the number of manufacturing jobs decreased but new jobs emerged and the demand for new skills increased. Today, another workforce transformation is on the horizon as manufacturing experiences a fourth wave of technological advancement: the rise of new digital industrial technologies that are collectively known as IR4.0.

Based on the recent research conducted, the result suggested postal and courier services industry able to adopt IR4.0 by implementing Big Data Analytics, Cloud Computing, Internet of Thing (IoT), Cybersecurity, Horizontal and Vertical Integration and Supply Chain[74, 75].

The Fourth Industrial Revolution in combination with liberalization and globalization has given rise to new customer needs, increased and changing competition as well as new business models in the postal sector. Information technologies are not only just drivers for postal operators` business processes but they become a core of the postal business[74]. The Ministry of International Trade and Industry (MITI) has identified the main pillars[75] of Industry Revolution 4.0 and the description[76] of each is given as in the Table 2.9.

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[73] Universal Post Union. 2018. Postal development report 2018. Page 12
[74] Postal Services in the Conditions of Fourth Industrial Revolution (May 2018) pp 8. Retrieved from https://www.researchgate.net/publication/325260746
[75] MITI. Industry 4.0. FAQ. www.miti.gov.my
[76] Vaidyaa, S., Ambadb, P., Bhoslec, S. (2018). Industry 4.0 – A Glimpse. 2nd International Conference on Materials Manufacturing and Design Engineering. Elsevier B.V.

Table 2.5: The 9 Pillars of Industry Revolution 4.0's Pillars Acknowledged by MITI
(Source: Ministry of International Trade and Industry (MITI))

NO.	I.R4.0 PILLARS	BRIEF DESCRIPTION
1.	Autonomous Robots	Coordinated and automated actions of robots to complete tasks intelligently, with minimal human input.
2.	Big Data Analytics	The analysis of ever larger volumes of data. Circulation, collection, and analysis of information is a necessity because it supports productivity growth based on a real-time decision-making process.
3.	Cloud Computing	Storing and accessing data and programs over the Internet instead of your computer's hard drive.
4.	Internet of Things (IOT)	All machines and systems connected to the production plant (as well as other systems) must be able to collect, exchange and save these massive volumes of information, in a completely autonomous way and without the need of human intervention.
5.	Additive Manufacturing (3D printing)	Use in prototyping, design iteration and small-scale production and often described as "rapid prototyping" - produce the desired components faster, more flexibly and more precisely than ever before.
6.	System Integration	The process of linking together different

		computing systems and software applications physically or functionally to act as a coordinated whole via Internet of Things-IoT.
7.	Cyber-security	With the increased connectivity and use of standard communications protocols, the need to protect critical industrial systems and manufacturing lines from cybersecurity threats is increasing.
8.	Augmented Reality	Augmented-reality-based systems support a variety of services, such as selecting parts in a warehouse and sending repair instructions over mobile devices - provide workers with real-time information to improve decision making and work procedures.
9.	Simulation	Simulations will leverage real-time data to mirror the physical world in a virtual model, which can include machines, products, and humans. This allows operators to test and optimize the machine settings for the next product in line in the virtual world before the physical changeover, thereby driving down machine setup times and increasing quality.

The 3D technology's greatest potential lies in its capability to simplify the production of highly complex and customizable products and parts. In postal sector, 3D printing will play a much more prominent role in the areas of spare parts logistics and individualized parts manufacturing. As manufacturers adapt their production processes

and supply chains, this will open new opportunities and will also motivate postal providers to find new customer-centric solutions[77].

The biggest driver of Cloud Computing in postal sector is Supply Chain Management (SCM). Since the complexity of postal sector has increased there is a need for solutions to facilitate cross-company supply chain management. Cloud computing is being more and more popular in postal sector. However, it potential is still not fully utilized. According to Siemens Digital Logistic study just about 50% of postal operators already use cloud-based solutions. Most of them use SCM, Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) solutions. Based on the results of the same study the main advantages of using cloud computing in postal sector are: location independent data access; easy integration of partners, quick usability; increase in flexibility; elimination of administrative efforts; easy integration of external systems and easy collaboration[78].

The Internet of Postal Things (IoPT) is ensuring the postal infrastructure with low-cost sensors to enable them to collect, communicate, and act upon a broad variety of data. IoPT can help the postal operators to generate operational efficiencies, to improve the customer experience, and to develop new services and business models.

The postal and courier service industry face multiple challenges from recalls to serving customer demands. IR4.0 will turn this service into predictors instead of ordinary services provider. This will save time and money for those who invest in the technology. One of the challenges of the IR4.0 is the involvement of the customer in the production experience. Humans are considered the heart of the fourth industrial revolution making the improvement of service experience an obligation no more an option. Future factories need flexible and reconfigurable control production systems that enable them to evaluate rapidly with market changes. Today, smart logistic companies need to bring more value to their customers by integrating multiple product use functions and associated services[79].

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[77] Postal Services In The Conditions Of Fourth Industrial Revolution (May 2018) pp 9. Retrieved from https://www.researchgate.net/publication/325260746

[78] Postal Services In The Conditions Of Fourth Industrial Revolution (May 2018) pp 8. Retrieved from https://www.researchgate.net/publication/325260746

[79] Cyrine Selma, Dalila Tamzalit, Nasser Mebarki, Olivier Cardin, Loic Bruggeman, et al.. (2018), Industry 4.0 and Service Companies: The Case of the French Postal Service. Theodor Borangiu, Damien

2.9 Conclusion

The postal and courier services industry is an important and strategic part of Malaysian services industry. There are 3 NOSS related to this industry which is from courier activities have been developed over the years. However, the NOSS titles in postal activities have not been revised and require immediate action to update the standard.

The findings on industry landscape, MSIC 2008 definition of the job area, and the NOSS that have been developed give an insight of the overall picture of the industry. These inputs pave the way and guide the next course of action in restructuring the occupational structure, identifying competencies in demand and critical job titles. The requirements of IR4.0 as well would give an impact to the future of the manpower in this area.

As to materialise the above, certain research methodologies will be employed. The description of research strategies and approaches in discussed in next chapter.

Trentesaux, André Thomas, Sergio Cavalieri. Service Orientation in Holonic and Multi-Agent Manufacturing - Proceedings of SOHOMA 2018, 803, Springer, pp.436-447, 2018, Studies in Computational Intelligence

CHAPTER 3: METHODOLOGY

3.1 Introduction

This section gives an overview of the overall research design, strategies for data collection and data analysis procedures performed to meet the deliverables. In developing a better comprehend of the current development of postal and courier industry in Malaysia, this study used multiple data collection approaches. Besides document analysis, mixed method research that involves quantitative and qualitative approaches were utilised. The quantitative approach was embedded by using survey questionnaire while the qualitative approach was based on document analysis and focus group discussion with industry experts. By using both methods, better insights of the industry were obtained where identification and building appropriate instrument for the quantitative data collection approach

3.2 Research Approach

For this study, the research approach was subjected to 7 phases as shown in Figure 3.1 and brief explain below as follow:

Phase 1: Problem Identification:
Broad problem area was identified through preliminary information gathering which is from secondary data and literature review.

Phase 2: Document Analysis:
Perform actual secondary data collection by reviewing published information available from sources such as websites, archives and other written reports.

Phase 3: Preparation of Quantitative and Qualitative Data Procedure:

The interview protocol was in the form of semi-structured questionnaire was prepare in line with the objective of this study. The interview protocol was developed by the researchers themselves. The validity for this study was verified by employing triangulation strategy. In this approach, the researchers triangulate different data sources of information to build a coherent justification of the different themes in close relation to the aim of the study. Focus group discussion was conducted where respondent from industry experts and practitioners were chosen.

Phase 4: Quantitative and qualitative instrument:

From the focus group discussion, the instrument was verified and proposed to be used in the actual field survey.

Phase 5: Quantitative and qualitative data collection:

Actual data collection was carried out. Both accumulated survey and internet survey were carried out at nationwide for generalisation purposes. Sample from the population were collected at random to be representative.

Phase 6: **Data analysis for both quantitative and qualitative data approach:**

Final verification by focus group discussions was carried out. New focus group members were selected from industry players who looked into the documents. They were also requested to verify the descriptive analysis that was utilised in the quantitative approach. The issues of concern were related to the demand for competencies, jobs titles and critical task skills levels in the postal and courier industry.

Phase 7: **Discussion and recommendation:**

A final discussion on the study was established with recommendations.

Specifically, three data collections approaches were employed as follows:

- a) Document analysis;
- b) Focus group discussion; and
- c) Survey
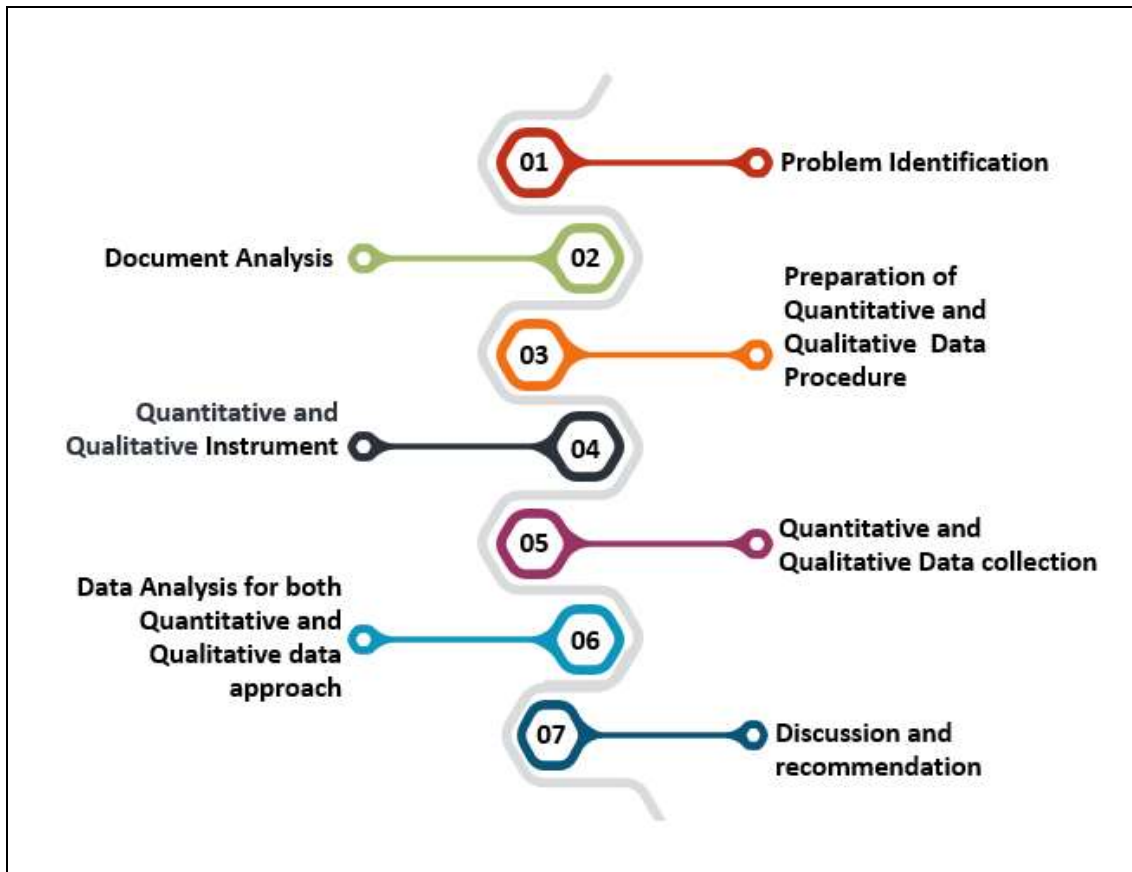
Figure 3.1: Phases of Research Methodology for Postal and Courier Activities in Malaysia

3.2.1 Documents Analysis

This method needs a thorough review of current literature addressing a question that was obviously formulated. The review searches, identifies, selects, evaluates, and synthesizes research evidence relevant to the question using explicit, reproducible methodology that leads to minimal bias. An orderly assessment is more comprehensive than literature evaluation as it covers both released and unreleased literature, frequently referred to as grey literature. An important component of a systematic review, grey literature adds value to the assessment. This is due to that grey literature is often more up-to-date than literature that are released and is probable to have less bias in publishing. Unpublished studies, reports, dissertations, abstracts and conference papers, and government research are involved in grey literature. This strategy is intended to provides a preview of the environment and viewpoint (such as industry trends and opportunities) of the postal and

courier services industry. It offers an industry-level macroeconomic summary of the industry.

a) **Data Collection Strategy**

Basically, document analysis involves two main sources of data or information:

i) **Economic Database**

Some labour-related information which are very relevant to this study for Economic Database. Thus, the information from the DOSM, MSIC 2008 and Critical Occupational List (COL) by Talent Corp, Malaysia was gathered, analyse and reported. The information from the Economic Database serves two purposes:

- Provides a snapshot of the current postal and courier activities industry landscape and outlook; and
- Serves as control figures and baselining database when assessing data obtained from the online survey.

ii) **Database from Other Agencies (DSD, MCM, MCMC, etc**.)

Databases from other organisations (local and foreign agencies) appropriate to the postal and courier industry was gathered and analysed in relation to the Economic Database. The following database contains appropriate data for the industry based on our original observation:

- Local database – (DSD, MCM and MCMC); and

- International database - Organisation for Economic Co-operation and Development (OECD), World Bank, European Union (EU), Swiss Post and Japan Post.

Local and international agencies were collected database in the form of online resources and published reports. Relevant industry-related scientific research publications were reviewed for the literature review.

During the review process, database and publication results was highlighted.

b) **Data Analysis Procedure**

Based on the two sources of data and information, the following data analysis procedures were carried out:

i)   Analysed the industry's financial performance by examining several macroeconomic indicators (such as GDP, jobs, and performance);

ii) Analysed the perspective of the industry with regard to regional   and international views;

iii) Determined the present and future workforce profile (such as jobs); and

iv) Initiated industry technological advancement (such as robotics and automation as well as IR4.0 components).

3.2.2 Focus Group Discussion

A series of industry commitment based on Focus Group Discussion (FGD) was carried out to allow in-depth conversations on the problems of the workers in the industry. The FGD includes review of occupational structure, occupational description, curriculum evaluation and training programs; accreditation and qualification based on NOSS and the MQA framework; potential workforce challenges; suggested future perspective and strategic suggestions.

For focus group discussion, about 6 industry experts are selected and appointed. The focus group discussion is conducted by an experience facilitator to encourage dialogue among the panels and at the same time controlling the discussion. Facilitators were commissioned by the DSD. In terms of industry experts, they have at least 7 years' industry experience and working with a company registered with Companies Commission of Malaysia (CCM).

Two FGD meetings was conducted. In the first FGD meeting, semi structured questions were used. It was focus on OS and OD and based on four themes namely

competencies in demand, jobs in demand, emerging skills and related issues. The identification of critical job in the postal and courier activities was also determined in the FGD. The final FGD meeting verified and validated the results from the findings of the study. Sample of FGD semi-structured interview questions were constructed as follows:

1) What is the industry occupational structure (OS) looks like?
2) What is the occupational description (OD) for each job title?
3) How to determine the demand for the industry skills?
4) How to determine the relevant jobs title that is in line with IR4.0? and
5) How to determine the critical jobs for the industry?

a) Data Collection Strategy

Industry professionals use multiple media such as brainstorming, focus group, interview, on-site visit, email, etc. For further communication and contact, experts from the postal and courier activities industry have been recognised.

Brainstorming method was introduced in the process of collecting the input and was attended by industrial expert who addressed the various sub-industries and regions. During the literature review, the facts acquired were also discussed and submitted to members of the development committee. The collected data was then used as input to the said sub-industry's Occupational Framework. To confirm the results of the Occupational Framework, follow-up talks were conducted in smaller groups with the industry experts.

3.2.3 Survey

Online survey was used in this study to obtain the four key information that is competence demand, jobs demand, skills arising and related matters. The study platform was implemented by Google Form. The study circulated specifically at the related organisation based on organisational level. The survey was conducted with a structured questionnaire also to develop better understanding about the way of working of postal as well as courier services.

Section 1: Competencies in Demand: This chapter discusses the skills the industry requires. Another goal of this section is to figure out the gap in skills and how the gap can be overcome.

Section 2: Jobs in Demand: The purpose of this chapter is to determine which class of employees are in short supply or over supply. The classification is focused on COL as qualified employees, semi-skilled workers as well as low-skilled employees.

Section 3: Emerging Skills: In the emergence of IR4.0, this chapter attempts to determine the capability of industry drivers and employees. IR4.0's technology drives or pillars are listed and respondents must determine the relevance of each component in their duty line.

Section 4: Related Issues: The industry's common issues are explored in this section. It is asked of the respondents to suggest ways to overcome these problems.

a)   **Establishment and Sampling procedure**

According to Roscoe (1975), sample size of 30 and less than 500 are appropriate for most research. Therefore, since the total population is 690 companies, the number of sample establishments is 62 and number of targeted respondents are 33. However, to minimize errors in sampling dan to take care issues of non-response, the number of targeted respondents were doubled and a total of 66 questionnaires were distributed to selected companies or organisations. For respondent's response rate, based on Brauch, Y & Holtom, B.C (2008), the average level of response rate is 52.7 per cent. After data collected exercise was conducted, there are 40 totals of questionnaire collected. The targeted respondents were among the managerial levels in the related company and association in the industry or human resources director.

Based on sample size calculator software Raosoft, the sample size was calculated and the results was shown in Table 3.1. This research used 10% margin of error based on Weisberg & Bowen (1977) which stated 10% margin of error are acceptable for this kind of research.

Table 3.1: Number of Targeted Respondents according to MSIC 2008
Group

SECTION	H	TRANSPORTATION AND STORAGE	NUMBER OF ESTABLISHMENT	NUMBER OF SAMPLE ESTABLISHMENT	NUMBER OF TARGETED RESPONDENTS	NUMBER OF ACTUAL RESPONDENTS
DIVISION	**53**	Postal and Courier Activities				
GROUP	**531**	Postal Activities	690	62	33	40
	532	Courier Activities				

b) **Questionnaire Design**

For this study, the questionnaires were designed from the first focus group discussion's feedback based on the four key important elements, which are competencies in demand, jobs in demand, emerging skills and related issues.

To increase the response rate and consistent responses, the questionnaire was designed based on close-ended questions on interval scale appropriate to the instrument. Content validity and face validity were employed. Content validity were performed in the pre-test stage by two experts from academic and industry sectors. They were expected to identify the content, grammar, phrasing of sentences and comprehend of the items used. After the pre-testing stage is completed, a pilot test was conducted to pre-test the instruments for this study. 10 respondents were chosen and none of the items required modification.

c)   Measures and Instrumentation

For this study, the sections of questionnaire are divided into 4 sections which are section 1, section 2, section 3 and section 4. Section 1 discussed regarding competencies in demand and 4-interval scale to measure the intensity of job demands against the supply or labour. The 4-interval scale range is as follows:

4   High in demand;

3   Mid in demand;

2   Low in demand; and

1   Not in demand

Skills demand and the use of 4 interval scales varying from 4 (High in Demand), 3 (In Demand), 2 (Low in Demand) and 1 (Not in Demand) to measure the strength of labour requirements against supply or labour, all this was discussed in Section 1.

Section 2 was addressed jobs in demand and use 3 interval scales varying from 3 (High Demand), 2 (Mid Demand) and 1 (Low Demand) to measure staff shortages in the postal and courier industries.

For Section 3, this chapter discussed emerging abilities. Close-ended answers and answers that was determine by job area that is likely to be affected by 11 technology drives or pillars of IR4.0 to measure the significant preconditions and abilities for IR4.0 in the postal and courier activities business are included in this chapter.

For Section 4, associated industry problems were discussed and a scale of 4 intervals varying from 4 (Strongly Agree), 3 (Agree), 2 (Disagree) and 1 (Strongly Disagree) measuring important problems in the postal and courier activities industry.

d)   Data Collection Strategy

Costing is an important consideration that influences the determination of sampling size for a primary survey. The population of the industry is large and this require a significant financial budget if a nationally representative survey is the primary target. The consultation with related associations concluded that a nationally representative survey was not be feasible. Instead of aiming for a nationally representative sample, the survey aims to increase only participation rates from the industry.

Three strategies to increase the number of responds for the data collection were utilized as follows:

i)   Targeted of associations' members. The secretariat of each association has agreed to distribute the questionnaire;

ii)   Industry engagements/interviews/visits were scheduled over a period 2 months to seek their assistance to answer the survey and distribute to the members of the respective associations; and

iii) Assistance from related government agencies to provide institutional support when engaging the selected respondents.

To lessen the bias in the survey procedure as suggested by Armstrong and Overton (1977), extrapolation method was employed. Non-response bias (error) will occur when respondents vary in significant ways from the non-respondents in the research (Sekaran, 2013) which is common in self-administered and via mail survey method (Armstrong & Overton, 1977; Groves, 2002). For this study, personal distribution of survey questionnaire was employed for the data collection. To overcome the non-response from respondents usually occur when respondents declined to answer or have language problems (Groves, 2002). Thus, to encourage good response rates from the respondents, a token of appreciation was given to respondents for each questionnaire completed.

e)   Data Analysis Procedure

The following analyses were obtained from the survey:

i)   Analysis of critical occupations identified by the industry;

ii) Analysis of future trend of the occupational demand by various skills category including TVET related occupations;

iii) Analysis of talent gaps between supply and demand according to NOSS and MQA standards; and

iv) Analysis of training provided by the industry to employees.

3.3   Conclusion

The selected research approach were document analysis, survey and questionnaire, and focus group discussion. Document analysis was chosen due to its efficient and effective way of gathering data. This is because the documents can easily be manageable and were practical resources. Documents can be obtained from a commonplace but maybe come in a variety of forms, but are easily accessible and reliable source of data. Besides, obtaining and analysing documents is often far more cost efficient and time efficient than conducting the research. Consequently, document analysis is a suitable method in this research because of its requirement for current statistics in related industries as well as to study the industry's growth. Besides, survey and questionnaire were also deployed in this research where questionnaires may be taken due to anonymously of respondents. It is an effective way for gathering some sensitive information when is required. Consequently, the shorter and more concise is the questionnaire and the more specific is the group of respondents, the results will be more effective. Another research approached is focus group discussion to allow free and open discussion among the respondents, that generated new ideas that well useful in decision-making. It is also a fast way to gain the needed information regarding job titles in the related industries. The advantage of this approach was time saving and an effective way to gather information from many sources.

CHAPTER 4: FINDINGS

4.1   Introduction

This chapter elaborates the findings of this research on 2 digits MSIC 2008 Division 53. The findings are based on objective set for the study namely to produce the OS for postal and courier industry based on MSIC 2008, to determine OD for each job title on latest industry OS, to highlight competencies in demand in the postal and courier industry, to identify job titles related to IR4.0 and to determine critical jobs in the postal and courier industry. This chapter therefore highlights the findings gathered on these key areas.

4.2   Findings Analysis

The identified occupational structure, occupational description for job titles, competencies in demand and critical jobs for the postal and courier industry were obtained through focus group discussion with industry experts during the development workshop and survey from the companies in the industry. These analyses were discussed based on the main groups in Division 53 which is postal and courier industry.

4.2.1   Discussion of Results

Research instruments used were focus group discussions, document analysis and survey. The initial information is gathered by using document analysis and used as the basis for the focus group discussion workshop. Then, the survey is distributed to gain more information related to the discussion and to validate the data obtained from focus group discussion and document analysis. During the focus group discussion workshops, the information on postal and courier industry was analysed and grouped into 8 areas as stated:

a) Postal Retail

b) Postal Collection and Processing

c) Postal Delivery

d) Postal Linehaul

e) Courier Operation

f) Courier Hub Operation

g) Courier Linehaul Operation

h) Courier Customer Support

The distributed survey does not cover 690 companies in the industry of the postal and courier activities in Malaysia. However, the trend of data which is obtained from the 40 respondents who can be acceptable and enough to determine all the requirement that have been stated in the questionnaire. Moreover, the alternative ways other than distributed survey in google form by email, there are another approach to enhance the data survey obtained which is from site visit to industry and approach the organisation or association which is related to the postal and courier activities.

4.2.2   Jobs in Demand

The job market can grow or shrink depend on the demand for labour and the available supply of workers within overall company. Based on the focus group discussion, the low-skilled worker, semi-skilled worker and skilled worker for the develop OS have been identified with the expert panel of the industry and MASCO 2013 classification of workers, the category of skilled workers are mapped to the corresponding level of MQF which are low-skilled worker represent as Level 1, semi-skilled worker represent as Levels 2 and 3 while for skilled worker for the upper level which are Level 4 until Level 8. The jobs in demand and factors contributing to the demand for the postal and courier industry were identified in the FGD and listed in the Table 4.1.

Table 4.1: Jobs in Demand

NO.	JOB TITLES	FACTOR(S) CONTRIBUTING TO THE DEMAND	SPECIFIC REQUIREMENTS AND SKILLS
1.	Delivery Postman (Low-skilled worker), Senior Postman and Inspector Postman (Semi-skilled worker)	a) Growing e-commerce industry. b) Increase on new delivery areas. c) Increase in service delivery provider. d) Additional service requires by senders or clients such as cash on delivery (COD) and same day delivery (SDD).	a) Ability to use electronic devices. related to postal b) Ability to communicate effectively. c) Ability to solve basic mathematic problems. d) Ability to manage time effectively. e) Ability to work under pressure.
2.	Collection Postman, Collection Supervisor (Semi-skilled worker)	a) Growing of number touch points such as street letter box, parcel local, counters, agents, etc. b) Growing e-commence industry.	a) Ability to use electronic devices related to postal. b) Ability to communicate effectively. c) Ability to manage time effectively. d) Ability to work under pressure.
3.	Teller (low-skilled worker), Retail	a) Despite high electronic transaction usage among Malaysian there are people	a) Ability to use electronic devices related to postal.

NO.	JOB TITLES	FACTOR(S) CONTRIBUTING TO THE DEMAND	SPECIFIC REQUIREMENTS AND SKILLS
	Supervisor (Semi-skilled worker)	who prefer to go to counters to do transaction. b) Over the counter transactions are still needed in rural areas.	b) Ability to communicate effectively. c) Ability to manage time effectively. d) Ability to work under pressure.
4.	Linehaul Operator, Linehaul Supervisor (Semi-skilled worker)	a) The effective mode of transporting goods. b) Increase volume of goods from e-commerce industry c) Governance and regulatory requirements (minimum two operators per vehicle)	a) Ability to use electronic devices related to postal. b) Ability to communicate effectively c) Ability to manage time effectively d) Ability to work under pressure. e) Ability to operate various types of vehicles.
5.	Processing Manager, Delivery Manager (Skilled worker)	a) The volume of goods (mails, packet, parcel, etc) to be processed is high. b) Multiple processing hubs / delivery officer / business centres / services centres operated in the country.	a) Ability to use electronic devices related to postal. b) Ability to communicate effectively.

NO.	JOB TITLES	FACTOR(S) CONTRIBUTING TO THE DEMAND	SPECIFIC REQUIREMENTS AND SKILLS
		c) To meet the SLA set by regulator (delivery standards).	c) Ability to manage time effectively. d) Ability to work under pressure.
6.	Retail Branch Manager (Semi-skilled worker), State's Retail Manager (Skilled worker)	a) Huge number of touch points (outlets). b) High volume of cash to be handled.	a) ICT savvy. b) Ability to communicate effectively. c) Ability to manage time effectively. d) Ability to work under pressure.
7.	Linehaul Executive (Skilled worker)	a) Increase in number of development areas and new routes. b) Increase volume of goods from e-commerce industry.	a) ICT savvy. b) Ability to communicate effectively. c) Ability to manage time effectively. d) Ability to work under pressure. e) Geographic skills.

The jobs in demand for Postal Retail, Postal Collection and Processing, Postal Delivery, Postal Linehaul, Courier Operation, Courier Hub Operation, Courier Linehaul Operation and Courier Customer Support are obtained from the data survey as shown in Figures 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7 and 4.8.

Figure 4.1 shows jobs in demand for postal retail area in postal industry, based on the data survey obtained by 40 respondents. 35 respondents agree that skilled workers are high in demand, follow by semi-skilled workers with 25 respondents agree for mid in demand and low-skilled workers for 25 respondents agree for high in demand. This show skilled workers is indispensable, follow by low-semi-skilled workers and semi-skilled workers.

Figure 4.2 shows jobs in demand for postal collection and processing area in postal industry, based on the data survey obtained by 40 respondents. 24 respondents agree that skilled workers are high in demand and 15 respondents agree that semi-skilled workers are also high in demand as well as for low-skilled workers with 23 respondents agree that the job are high in demand. This show that skilled workers are more needed follow by low-skilled workers and semi-skilled workers.

Figure 4.3 shows jobs in demand for postal delivery area in postal industry, based on the data survey obtained by 40 respondents. 20 respondents agree that skilled workers are high in demand, follow by semi-skilled workers with 22 respondents agree for high in demand and low-skilled workers with 26 respondents also for high in demand. This shows that low-skilled workers are more needed, followed by semi-skilled workers and skilled workers.

Figure 4.4 shows jobs in demand for postal linehaul area in postal industry, based on the data survey obtained by 40 respondents. 23 respondents agree that skilled workers are high in demand, follow by semi-skilled workers with 22 respondents agree for high in demand and low-skilled workers with 24 respondents for high in demand. This shows low-skilled workers are dominant follow by skilled workers and semi-skilled workers.

Figure 4.1: Jobs in Demand for Postal Retail
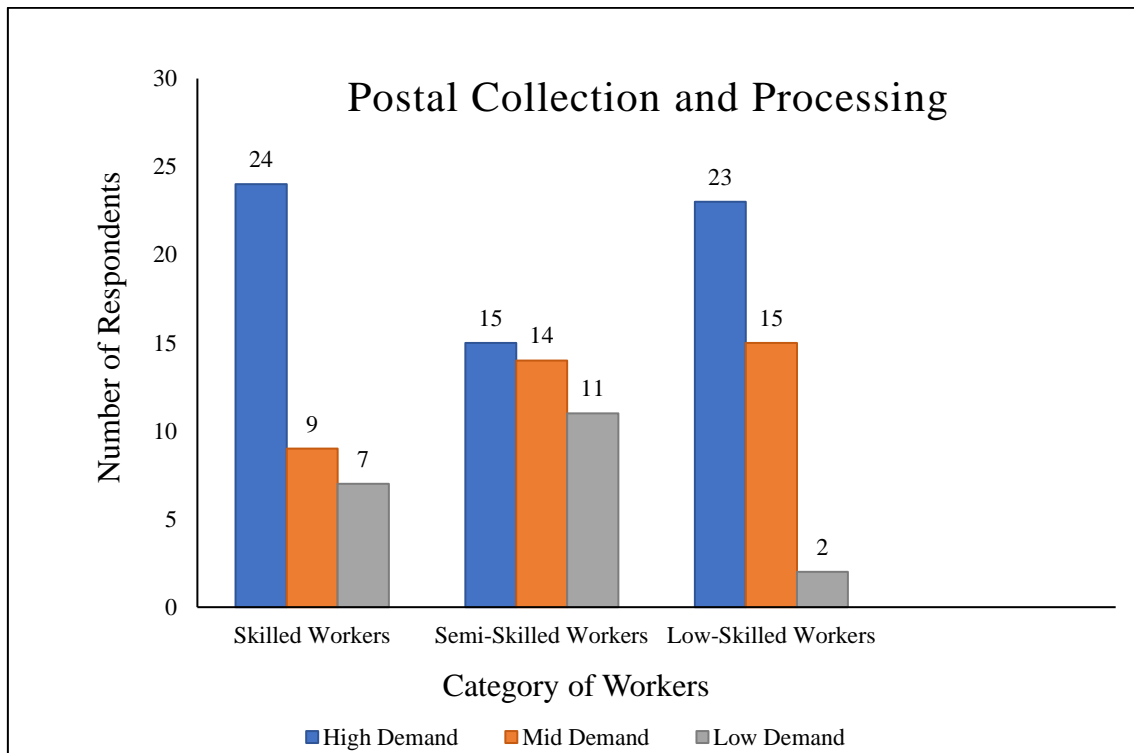
Figure 4.2: Jobs in Demand for Postal Collection and Processing
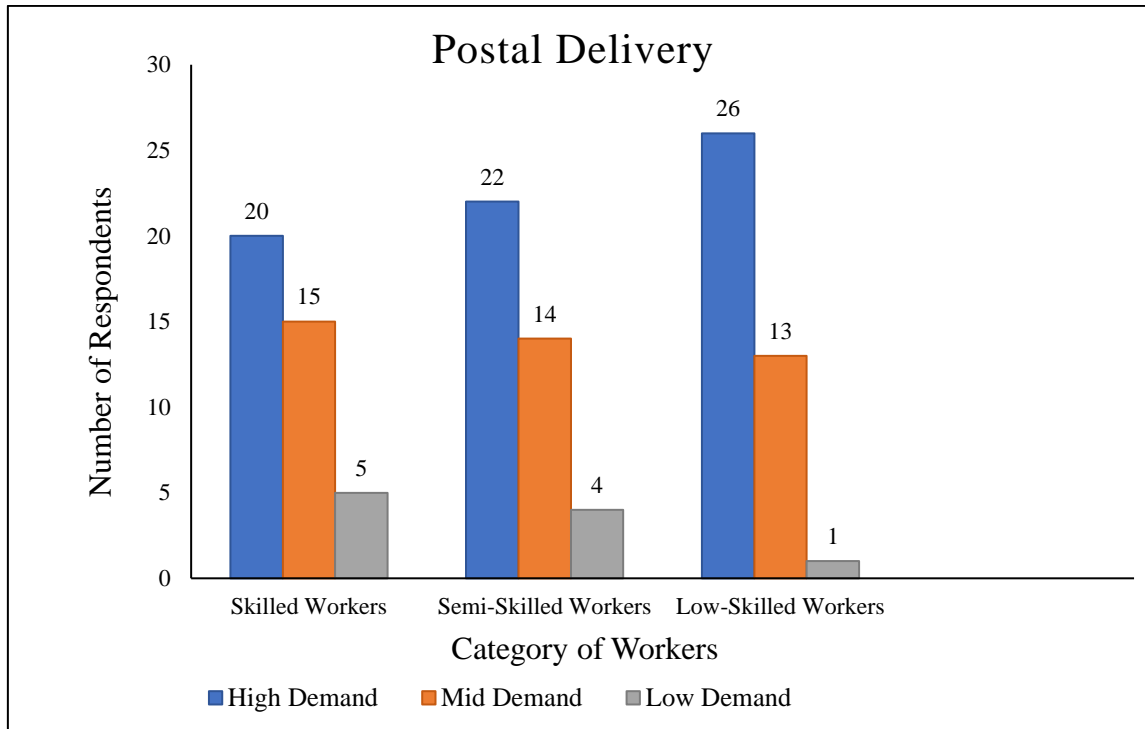
Figure 4.3: Jobs in Demand for Postal Delivery
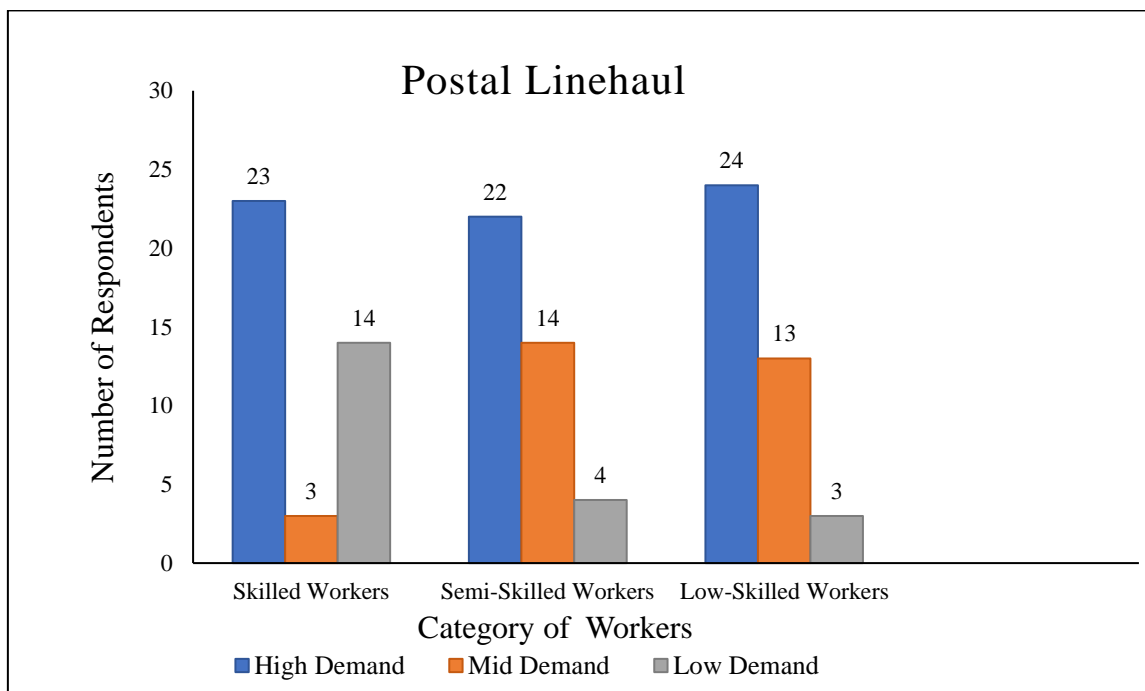
Figure 4.4: Jobs in Demand for Postal Linehaul

Figure 4.5 shows jobs in demand for courier operation area in courier industry, based on the data survey obtained by 40 respondents. 28 respondents agree skilled workers are high in demand, follow by semi-skilled workers with 19 respondents agree for mid in demand and low-skilled workers with 27 respondents for high in demand. This shows skilled workers is more needed follow by low-skilled workers and semi-skilled workers.

Figure 4.6 shows jobs in demand for courier hub operation area in courier industry, based on the data survey obtained by 40 respondents. 19 respondents agree skilled workers are mid in demand, follow by semi-skilled workers with 18 respondents agree for mid in demand and low-skilled workers with 20 respondents for high in demand. This shows low-skilled workers are more prefer follow by semi-skilled workers and low-skilled workers.

Figure 4.7 shows jobs in demand for courier linehaul operation area in courier industry, based on the data survey obtained from 40 respondents. 20 respondents agree skilled workers are for high in demand, follow by semi-skilled workers with 22 respondents agree for high in demand and low-skilled workers with 21 respondents for mid in demand. This shows semi-skilled workers are higher in demand, followed by skilled workers and low-skilled workers.

Figure 4.8 shows jobs in demand for customer support area in courier industry, based on the data survey obtained from 40 respondents. 20 respondents agree skilled workers are high in demand, follow by semi-skilled workers with 18 respondents agree for high in demand and low-skilled workers with 23 respondents for high in demand. This shows low-skilled workers is higher demand follow by semi-skilled workers and skilled workers.
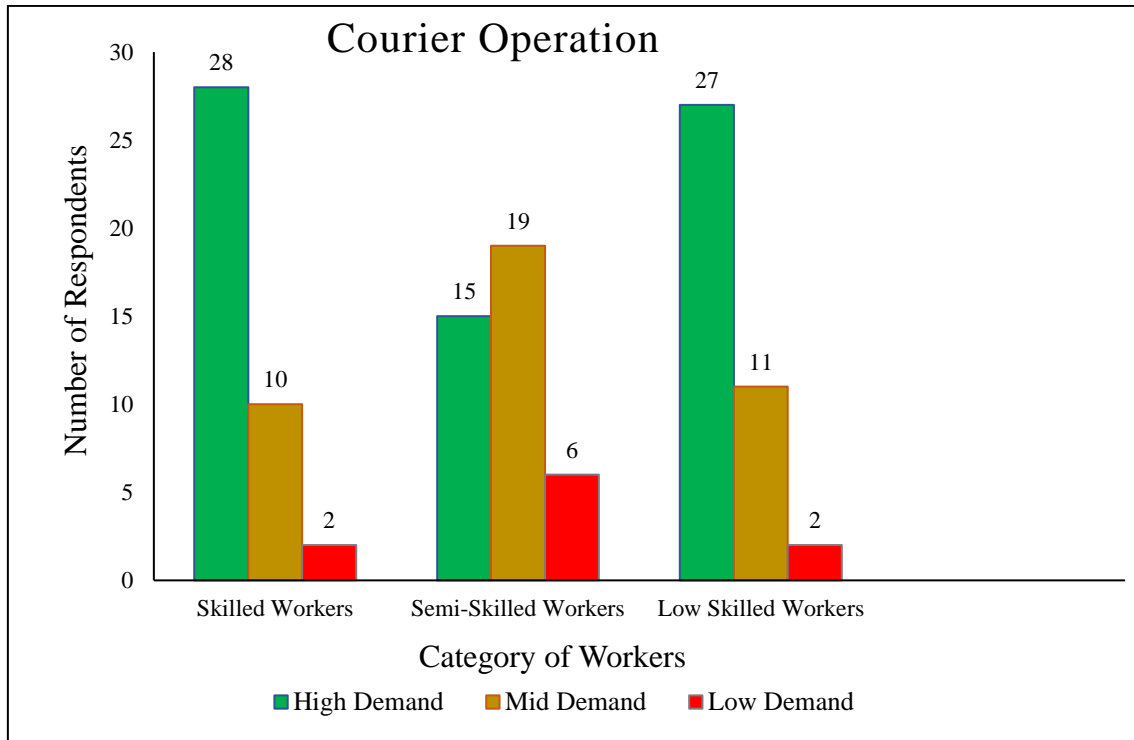
Figure 4.5: Jobs in Demand for Courier Operation
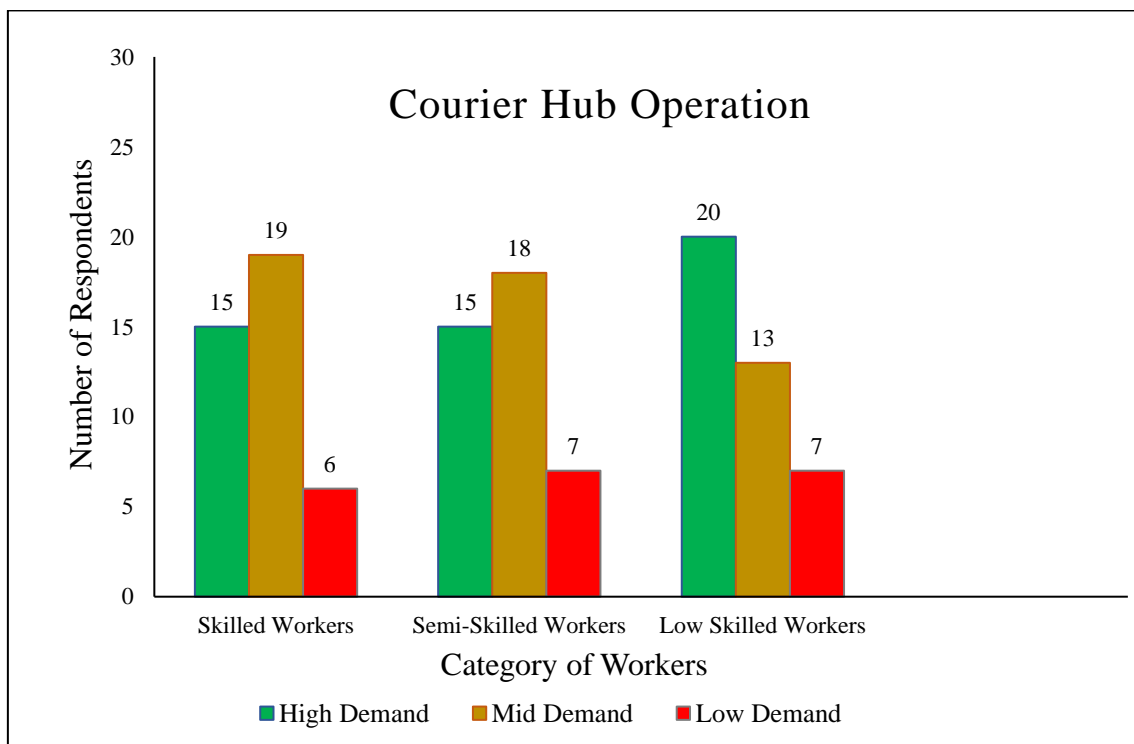
Figure 4.6: Jobs in Demand for Courier Hub Operation
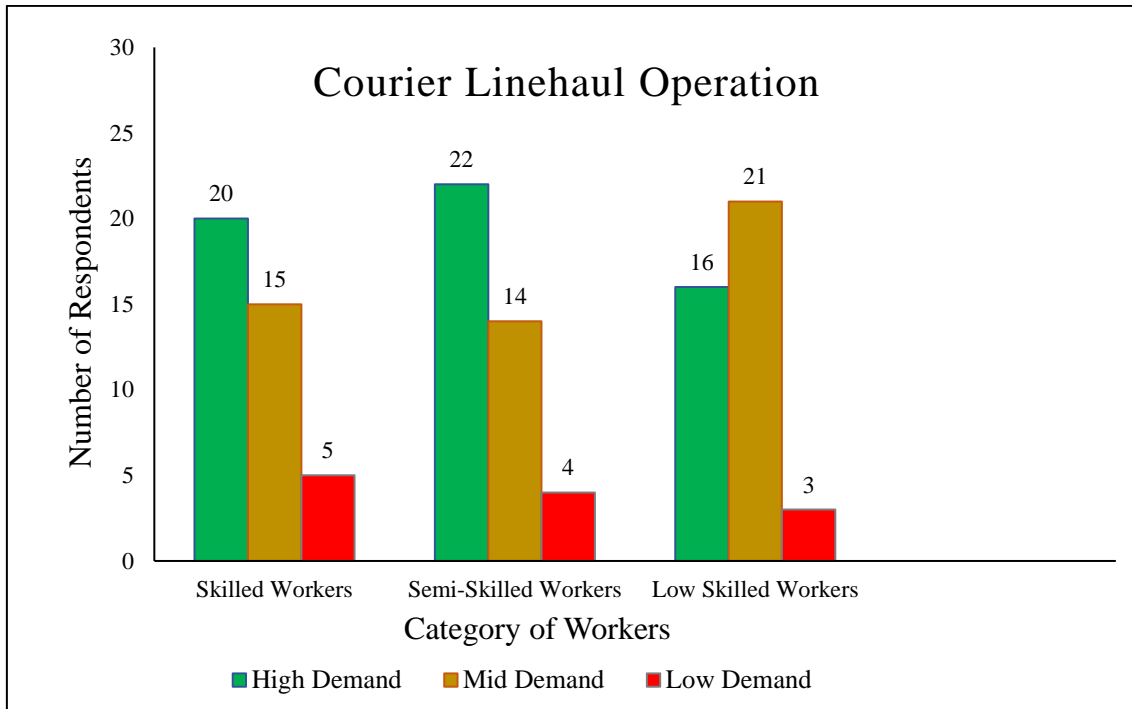
Figure 4.7: Jobs in Demand for Courier Linehaul Operation
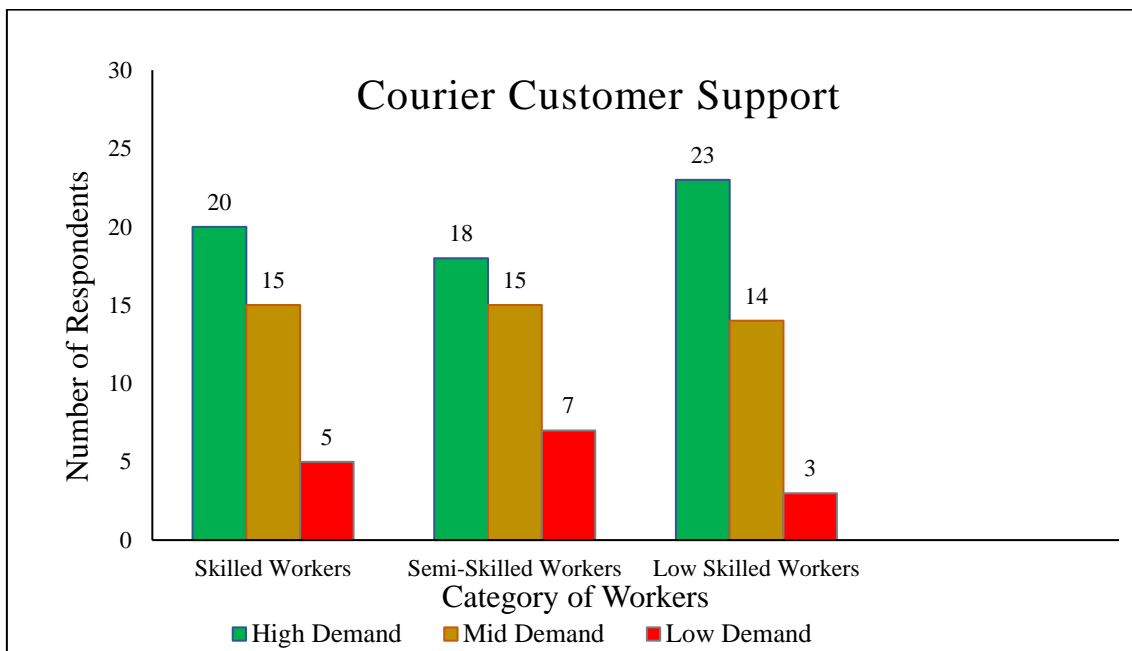
Figure 4.8: Jobs in Demand for Courier Customer Support

In summary, based on the survey results, it was observed that most of the respondent agree the jobs for high in demand in postal and courier industry in postal retail, postal collection and processing and courier operation are for the skilled workers while for the low-skilled workers are postal delivery, courier hub operation, courier linehaul and courier customer support, then for postal linehaul operation are for semi-skilled workers. So that, it can be concluded, most of the jobs have been listed based on FGD are the jobs in demand for postal and courier industry which is low-skilled workers are demanded compared to others.

The Government of Malaysia established the Critical Skills Monitoring Committee (CSC) as part of the Eleventh Malaysian Plan with the mandate to monitor skills imbalances. One of the CSC's primary objectives is to develop a Critical Occupations List (COL) to serve as a platform for the coordination of human capital development policies. The CSC is jointly chaired by Talent Corporation (TalentCorp) and the Institute for Labour Market Information and Analysis (ILMIA), which is an agency in the Ministry of Human Resources (MoHR).

This institutional structure allows the CSC to draw on ILMIA's labour market information sources, including its Labour Market Information Data Warehouse, and on TalentCorp's ties with stakeholders in the private sector. The Critical Skills Monitoring Committee (CSC) publishes an annual Critical Occupations List (COL).

The COL is a list of occupations for which there is strong evidence that there is significant labour market shortage that may be alleviated through government action. Occupations on the COL meet the criteria of being skilled, sought-after, and strategic. The COL seeks to identify and draw stakeholder attention to this set of occupations that are critical to the continued growth and development of the Malaysian economy but that are currently difficult to fill[80].

The OS produced in postal and courier industry are mapping between e-Masco and COL 2018/2019 are shown in Table 4.2. There are two critical job titles that are related

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[80] Critical Skills Monitoring Committee (CSC). 2018. Critical Occupations List 2017/2018 Technical Report. CSC.

to e-Masco which are Customer Service Executive and Customer Service Supervisor. However, there are no available critical job titles in COL 2018/2019[81].

Table 4.2: Occupational Structure vs E-Masco vs Critical Occupational List

NO.	CRITICAL JOB TITLE	OS	e-MASCO	CRITICAL OCCUPATIONAL LIST
1	State's Retail Manager	√	X	X
2	Retail Branch Manager	√	X	X
3	Retail Supervisor	√	X	X
4	Teller	√	X	X
5	Processing Manager	√	X	X
6	Collection Supervisor	√	X	X
7	Collection Postman	√	X	X
8	Delivery Manager	√	X	X
9	Inspector Postman	√	X	X
10	Senior Postman	√	X	X
11	Delivery Postman	√	X	X
12	Linehaul Executive	√	X	X
13	Linehaul Supervisor	√	X	X
14	Linehaul Operator	√	X	X
15	Courier Operation Executive	√	X	X
16	Courier Operations Supervisor	√	X	X
17	Courier Man	√	X	X
18	Hub Executive	√	X	X
19	Hub Supervisor	√	X	X
20	Hub Operator	√	X	X
21	Linehaul Executive	√	X	X
22	Linehaul Supervisor	√	X	X

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[81] Critical Skills Monitoring Committee (CSC). 2018. Critical Occupations List 2017/2018 Technical Report. CSC.

NO.	CRITICAL JOB TITLE	OS	e-MASCO	CRITICAL OCCUPATIONAL LIST
23	Linehaul Operator	√	X	X
24	Customer Service Executive	√	√	X
25	Customer Service Supervisor	√	√	X
26	Customer Service Operator	√	X	X

4.2.3 Competencies in Demand

Nowadays, competencies are the crucial things that mostly owners of company in a various industry demanded for the talent workers to work with them. The competencies are an ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities or job functions involving ideas such as cognitive skills, things and interpersonal skills. For other sides, competencies refer to skills or knowledge that led to superior performance.

Based on FGD, competencies in demand for 2 digits MSIC 2008 Division 53: Postal and Courier Activities were determined. There are 18 skills and competencies in demand for the postal and courier industry have been decided from the expertise panel members which are management skills, communication skills, reading comprehension skills, organising skills, English language competencies, coordination skills, planning and forecasting abilities, leadership skills, customer service skills, regulatory knowledge, knowledge of other tools and devices, training and coaching, accounting skills, troubleshooting or problem solving skills, analytical skills, competent in using computerized or other mechanical devices, general attitude towards work (commitment, resourcefulness, teamwork, etc.) and product knowledge. The description for each skill that related to the postal and courier industry are elaborated below.

Firstly, the customer service skills are the set of behaviours that people rely on when interacting with a customer. It entails several qualities like active listening, empathy, problem-solving and communication. These skills also useful when following up after an initial conversation.

The management skills is the abilities that an executive should possess in order to fulfil specific task in organisation. The practice of understanding, developing and deploying people and their skills are the part of management skills. Other than that, the general attitude towards work is the set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job.

The competent in using computerized or other mechanical device is the ability to utilize computers or mechanical devices and related technology efficiently. Next, troubleshooting or problem-solving skills is the ability to adopt a systematic approach towards identifying and then solving a problem or issue at hand. It is also had ability to follow up on one's action and check whether or not the problem is actually solved.

The planning and forecasting abilities are the ability to create a realistic of project plan in terms of budgets and making a major decision. Communication skills is one of the skills that are very important to the person. Generally, these skills enable information to be passed effectively to other people and may be used vocally, written or non-verbally.

The English language competencies is an ability to use a language in communicating and in business dealing while reading comprehension skill is the ability to process text, understand its meaning, and to integrate with what the reader already knows. It is also ability to understand meaning of a word from discourse context.

The coordination skills are the ability to organise a needs assessment and to lead the development of a contingency plan. Other than coordination skills, leaders ship skills are the vital skills which are ability to lead effectively relies on a number of key skills and to adapt to changing circumstances.

The product knowledge is the ability to communicate information and answer questions about a product or service. It is an important knowledge area for any role that puts person in front of customer, investors or the media. The organising skill is the ability to stay focused on different tasks, and use time, energy, strength, mental capacity, physical shape, etc effectively and efficiently in order to achieve the desired outcome.

The analytical skills are the ability to collect and analyse information, problem-solve, and make decision and also to help solve a company problem and improve upon its overall productivity and success. The knowledge of other tools and devices is the ability to handle various devices and other tools.

The accounting skills is the ability to reflect on one's own work as well as the wider consequences of financial decision. The capability to use relevant knowledge and understanding to manage an expected or unpredictable situation in order to solve the financial problem and convert it to a benefit and opportunity to one's advantage. These skills can be acquired or can be learned through a financial education background.

The training and coaching are the ability to develop the performance of individuals in their team and to build rapport and create a development environment. Regulatory knowledge is ability to compliance and know the regulations and standard operating procedures.

The details of the competencies in demands for postal and courier industry is shown in Table 4.3.

Table 4.3: Competencies in Demand

NO.	COMPETENCIES IN DEMAND	FACTOR(S) CONTRIBUTING TO THE DEMAND	SOLUTIONS
1	a) Management skills b) Communication skills c) Reading Comprehension skills d) Organising skills e) English language competencies f) Coordination skills	i) No structured system to transfer skill to new successor. ii) Lack of exposure on process. iii) Lack of hands-on experience on process. iv) Lack of hands-on practical experience.	i) Training on related or similar areas. ii) Review of training syllabus at training centre/ provider. iii) Review of training delivery mode (example applying

	g) Planning and Forecasting abilities h) Leadership skills i) Customer service skills j) Regulatory knowledge k) Knowledge of other tools and devices l) Training and coaching m) Accounting skills n) Troubleshooting /problem solving skills o) Analytical skills p) Competent in using computerized / other mechanical devices q) General attitude towards work (commitment, resourcefulness, teamwork, etc.) r) Product knowledge	v) Perceived as 3D job. vi) Lack of youth involvement.	dual system training). iv) Joint venture with industry player to provide facilities and exposure. v) Invite industry player to jointly carry out R&D programs.

Based on the survey distributed, the highest competencies in demand for postal and courier industry are customer service skills, management skills, general attitude towards work, competent in using computerized or other mechanical devices, planning and forecasting abilities, communication skills and leadership skills. The description of competencies skills is provided in Table 4.4 below and the result of the survey as shown in the Figure 4.9.

Table 4.4: List of Competencies in Postal and Courier Activities

NO.	COMPETENCIES	NO.	COMPETENCIES
A	Customer service skills	J	Coordination skills
B	Management skills	K	Leadership skills
C	General attitude towards work (commitment, resourcefulness, teamwork, etc.)	L	Product knowledge
D	Competent in using computerized / other mechanical devices	M	Organising skills
E	Troubleshooting / problem solving skills	N	Analytical skills
F	Planning and forecasting abilities	O	Knowledge of other tools & devices
G	Communication skills	P	Accounting skills
H	English language competencies	Q	Training and coaching
I	Reading comprehension skills	R	Regulatory knowledge
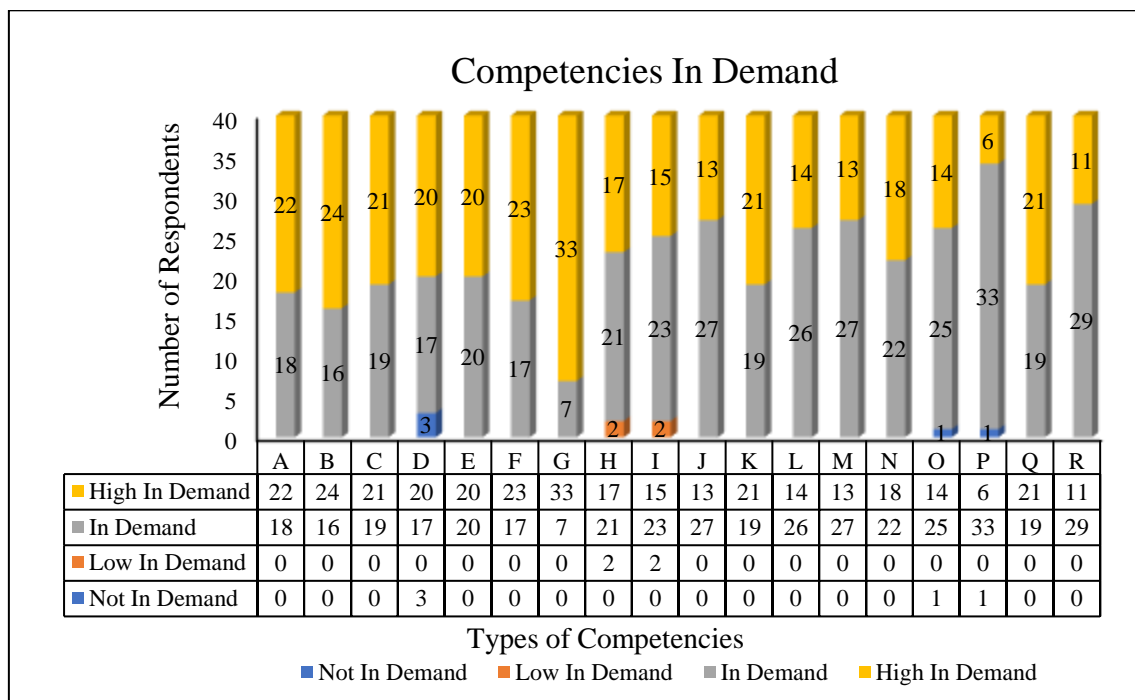
Figure 4.9: Competencies in Demand of Postal and Courier

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
High In Demand	22	24	21	20	20	23	33	17	15	13	21	14	13	18	14	6	21	11
In Demand	18	16	19	17	20	17	7	21	23	27	19	26	27	22	25	33	19	29
Low In Demand	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0
Not In Demand	0	0	0	3	0	0	0	0	0	0	0	0	0	0	1	1	0	0

In summary, most of the competencies that have been listed in FGD are demanded for postal and courier industry based on the results from data survey. However, the respondents agree the competencies skills for customer service skills, management skills, general attitude towards work, competent in using computerized or other mechanical devices, planning and forecasting abilities, communication skills and leadership skills are high in demand compared to others skills.

4.2.4 Emerging Skills in Postal and Courier Activities

In the emergence of IR4.0, the capability of industry drivers and employees for postal and courier industry have been determined. Based on FGD, there are 6 emerging skills that related to IR4.0 for this industry which are interpretation of big data analytics, cloud computing, Internet of Things (IoT), cybersecurity, horizontal and vertical integration and supply chain. The details for each emerging skills that have been selected in FGD are shown in Table 4.5.

Table 4.5: Emerging Skills in Postal and Courier Activities

NO.	EMERGING SKILLS	JOB TITLES RELATED TO IR4.0	REASON OF REQUIRED EMERGING SKILLS
1	IR4.0 related skills: a) Interpretation of Big Data Analytics b) Cloud computing c) Internet of Things (IoT) d) Cybersecurity e) Horizontal and vertical integration f) Supply chain	a) Processing Manager b) Collection Supervisor c) Collection Postman d) Senior Postman e) Teller f) Delivery Postman g) Courier Man h) Hub Operator	a) Increase productivity, reduce cost and improve efficiency. b) Minimize human error. c) Fast decision making. d) Increase process effectiveness.

		i) Customer Service Operator	

Based on the data analyse from the survey, it is observed that most of IR4.0 affect the postal and courier industry can be seen in Figure 4.10 and Figure 4.11. The respondent agrees that all 11 pillars of IR4.0 are affect the postal and courier industry except for simulation and augmented reality with 0 respondent, thus this pillar are not influence in this area. The autonomous robot also shows 0 respondents for the courier activities only which means this element not related to this area. The highest impact of IR4.0 for postal industry from the data survey would be on Internet of Things (IoT) with 120 respondents, supply chain for 113 respondents, horizontal and vertical integration for 110 respondents and cloud computing for 90 respondents while for courier industry are cloud computing and internet of things with 120 respondents, additive manufacturing and artificial intelligence for 118 respondents, then supply chain and big data analytics for 117 respondents. In summary, it can be concluded most of data for job titles related to IR4.0 in postal and courier industry from FGD are parallel with the data survey from the expertise for industry sites. Therefore, the element pillar of IR4.0 that have been chosen for this industry based on FGD and survey is significant and reliable.

	Additive Manufacturing	Artificial Intelligence	Autonomous Robots	Big Data Analytics	Cloud Computing	Cybersecurity	Horizontal & Vertical Integration	Internet of Things (IoT)	New Business Models	Simulation & Augmented Reality	Supply Chain
Total	59	78	66	89	90	88	110	120	35	0	113
Linehaul	16	31	34	20	20	33	31	30	0	0	29
Delivery	0	0	0	20	21	30	30	27	0	0	27
Collection & Processing	33	26	32	27	27	0	25	34	0	0	30
Retail	10	21	0	22	22	25	24	29	35	0	27

Figure 4.10: Effect of 11 Technology Pillars of IR4.0 for Postal Industry
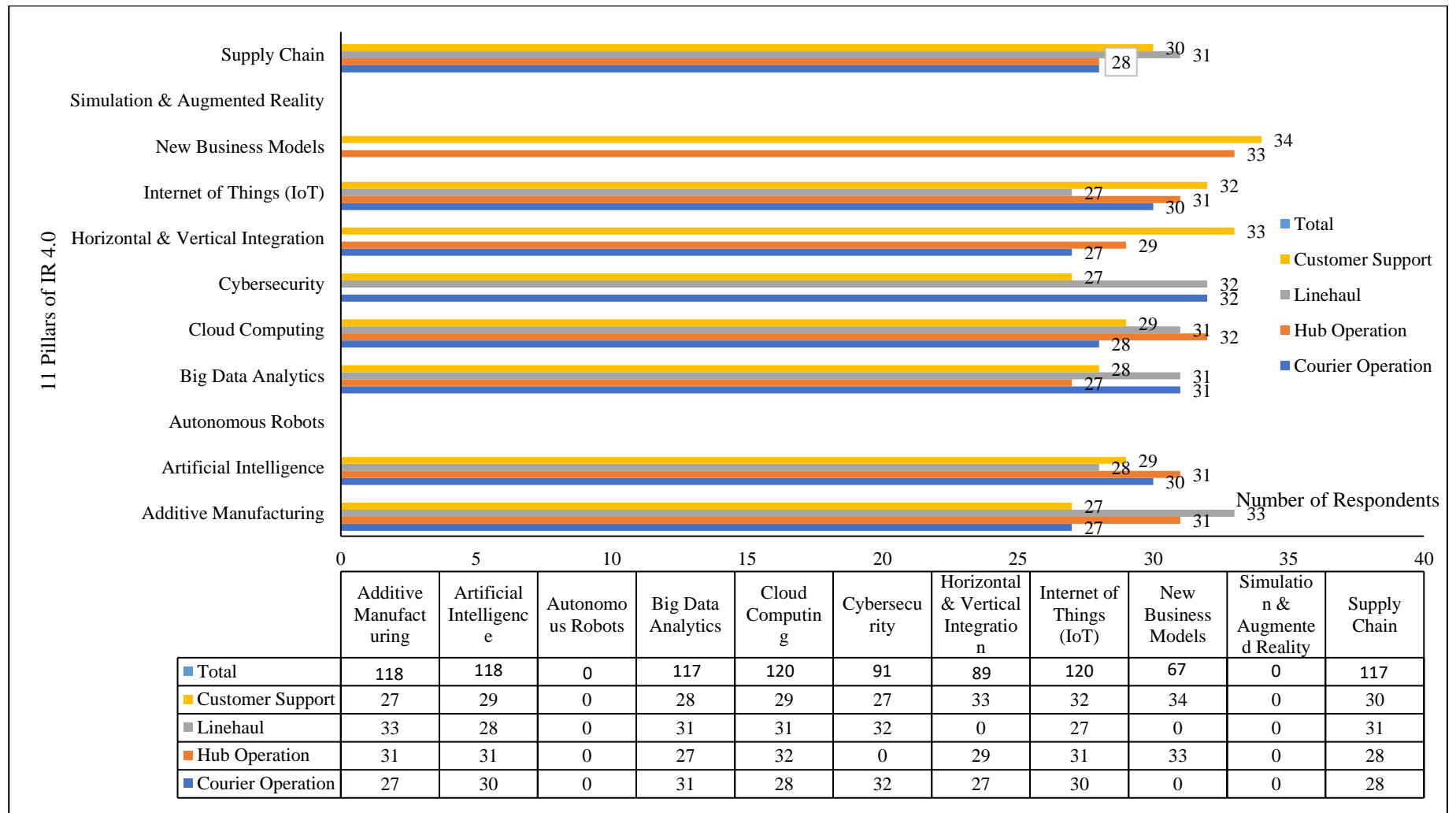
Figure 4.11: Effect of 11 Technology Pillars of IR4.0 for Courier Industry

	Additive Manufacturing	Artificial Intelligence	Autonomous Robots	Big Data Analytics	Cloud Computing	Cybersecurity	Horizontal & Vertical Integration	Internet of Things (IoT)	New Business Models	Simulation & Augmented Reality	Supply Chain
Total	118	118	0	117	120	91	89	120	67	0	117
Customer Support	27	29	0	28	29	27	33	32	34	0	30
Linehaul	33	28	0	31	31	32	0	27	0	0	31
Hub Operation	31	31	0	27	32	0	29	31	33	0	28
Courier Operation	27	30	0	31	28	32	27	30	0	0	28

4.2.5 Related Issues in Postal and Courier Activities

The industry's common issues are explored in this section. The respondents suggested ways to overcome these problems by survey that have been distributed. Furthermore, related issues for the postal and courier industry also have been identified during focus group discussion and listed in the Table 4.6 below.

Table 4.6: Related Issues in Postal and Courier Industry

NO.	KEY ISSUES	DISCUSSION	SUGGESTION
1	Insufficient manpower	a) Demanding work condition. b) 3D (Dirty, Dangerous, Difficult). c) Unattractive wages and fringe benefits.	a) Minimum wage policy. b) Review wages scheme on productivity based.
2	Low-skilled and low performance workforce	a) Lack of training facilities and talent management from the employees. b) Low motivation and rewards.	Government Incentives and Intervention.
3	High dependency on foreign labour	a) 3D (Dirty, Dangerous, Difficult). b) Reliable and favourable for higher productivity than local workers.	Both government and private sector should give concerted and continuous effort in controlling the intake of foreign labours and attract more locals.

NO.	KEY ISSUES	DISCUSSION	SUGGESTION
4	Underpayment of wages lead to high turn over	Salary wages does not match with productivity and job requirements.	Profit sharing – changing the mindset of the managerial to create harmonise salary scheme.
5	Service quality inconsistency	Low productivity and quality.	a) Quality enhancement by upgrading more skilful workers. b) SOP enforcement by private sector.
6	Economic conditions	Low market power.	a) Enforcement from related government agencies. b) Enhance system services.
7	Government policy/regulation	Frequently changing of government policies and incentives.	Reviewing irrelevant and unfavourable taxation.
8	Labour costs (wages)	Too high commission percentage.	a) Direct contracts awards. b) Improvement of procurement procedure.

NO.	KEY ISSUES	DISCUSSION	SUGGESTION
9	Technological change	a) Slow technological innovation and adoption. b) Lack of capital investment.	Financial facilities by public fund with incentives.
10	Transportation delivery shortage	a) Lack of transportation delivery. b) Driver shortage.	a) Increase intake of workers for driver b) Increase the transport delivery.
11	Maintaining profitability	Inconsistency of customer.	Improve and maintain the quality of service.
12	Youth Involvement	a) Poor technology adoption and advancement. b) Negative perception.	a) Enhancement of awareness and promotional activity. b) Integration of skill training and learning.
13	Lack of infrastructure support	Incomplete supply chain.	Government policies and intervention together with proactive involvement of the industry players.

NO.	KEY ISSUES	DISCUSSION	SUGGESTION
14	Inefficient system	Lack of machines.	Increase the machines such as cancelling machine, culling machine, edger stacker, etc for improve the efficiency.

Figure 4.12 shows the related issues regarding to postal and courier industry from the survey distributed. Based on the result, the most important issues regarding postal and courier industry based on strongly agree from 40 respondents are insufficient manpower, underpayment of wages lead to high turnover, maintaining profitability, lack of infrastructure support and inefficient system. Therefore, most of the related issues that have been discussed in the FGD are the main issues occur in postal and courier industry which are aligned with the data survey obtained by respondents except for the high dependency on foreign labour. The high dependency on foreign labour are not main issues in this industry which about 25 respondents strongly disagree.
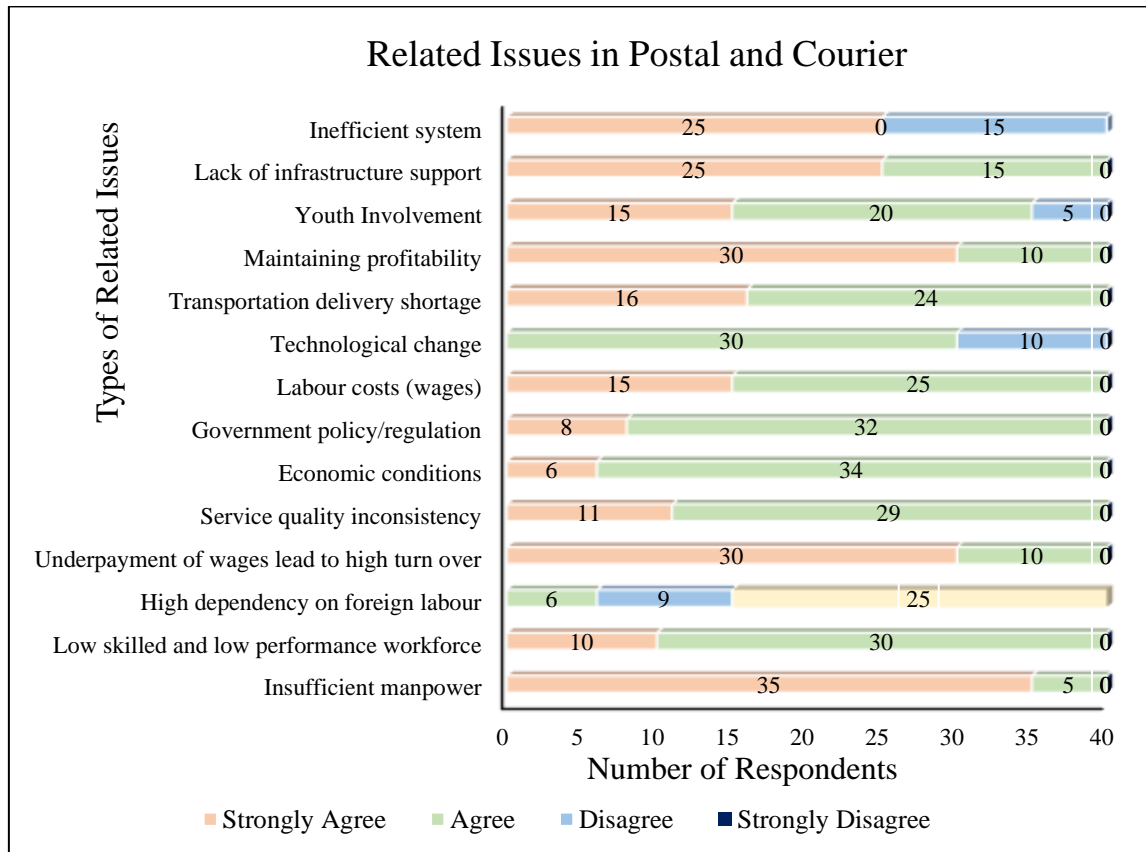
Figure 4.12: Related Issues related to Postal and Courier Industry

4.3 Comparative Study Analysis

In the comparative study analysis, the two top countries in postal and courier industry were chosen which are Switzerland as top ranking in the world and Japan as top ranking in Asian country based on Integrated Index for Postal Development (2IPD) in 2018 – global ranking.

a) Switzerland

For postal and courier in Switzerland, the industry was represented by Swiss Post. In 2018, Swiss Post generated Group profit of 405 million francs in 2018. Operating profit fell to 501 million francs. Despite from its decrease in income and profit in 2018 compare to 2017, Swiss Post still achieved a good overall result [82]. Postal and courier industry in Switzerland still one of the best postal services in the world and Swiss Post still ranks first for the second time by

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[82] Swiss Post. 2018. Financial Report 2018. Page 28

achieving the most balanced performance in reliability, relevance, reach, and resiliency. For employment in postal and courier industry in Switzerland, 58,180 employees were recoded engage with the industry in 2018, 1,189 employees less than previous year[83]. The fall in profit and decrease number of employments year-on-year is due to the negative interest rate situation as well as the necessary reimbursement of the irregular compensatory payments received and other effects at the PostBus unit. As a result of the current transformation of Swiss Post's core business, access points and organisational aspects are continuously being tailored to future requirements. The total number of branches operated by Swiss Post are 2,139, of which 1,078 are self-operated and 1,061 are branches with partners [84].The overview of Swiss Post can be referred in Figure 4.13.

Based on Expact Focus, Swiss Post values its reputation as a world-leading postal company for reliability, speed and security. The average time for a letter from Switzerland to reach a European destination is 2.1 days. Each year over 97% of letters and a similar percentage of parcels arrive on time[85]. Other than that, Swiss Post also provide other services such as Cross-channel communication, Digital trust, Business process outsourcing, E-commerce and Digital banking and always improve and evolve with a new strategy for continuous development for postal and courier industry in Switzerland.

For comparison between postal and courier industry in Switzerland and Malaysia, Malaysia ranked 25th with 64.4 2IPD score and the development of the industry in Malaysia are slower than development of postal and courier industry in Switzerland. The comparison of occupational framework of postal and courier industry in Switzerland and Malaysia cannot be done due to there are no reliable sources that can be referred.

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[83] Swiss Post. 2018. Annual Report 2018. Page 17
[84] Swiss Post. 2018. Annual Report 2018. Page 36
[85] Expact Focus. 2018. Retrieved from https://www.expatfocus.com/switzerland
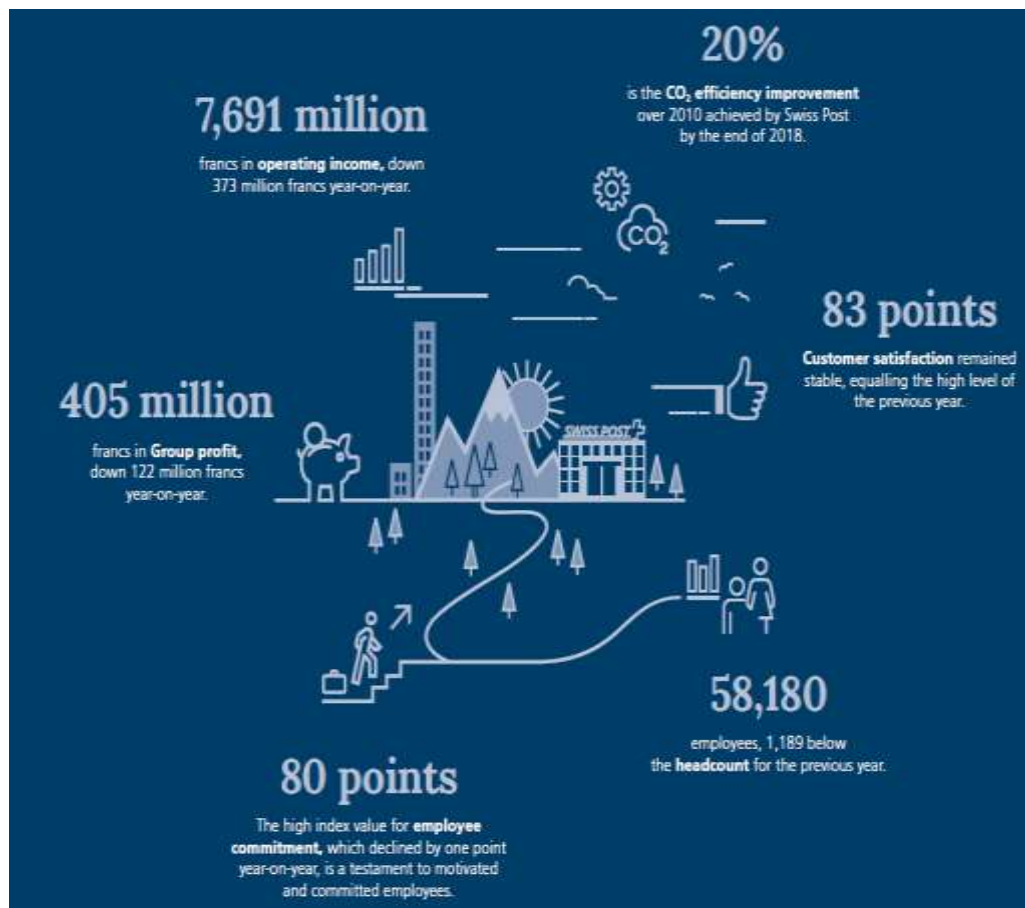
Figure 4.13 Overview of Swiss Post Performance 2018

(Source: Swiss Post, 2018)

b) Japan

For postal and courier industry in Japan, Japan Post recorded ¥916.1 billion income in 2018 compare to ¥795.2 billion[86]. The increase of income is due to quality of service. Their services, specifically their financial services are high in demand. More than that, Japan Post is a postal and courier industry offering added value services for cross-border e-commerce, including its international ePacket for shipments up to 2 kg. ePacket is handled in the airmail stream but is priced below registered airmail while offering the same delivery time of seven to ten days. International ePacket is positioned as economic, easy to send and secure. E-tailers can gain discounts by printing labels online and attaching them to packages inside special pouches. Volume discounts are also available. Japan Post is also making its server data available to e-tailers via an application

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[86] Japan Post Group. 2018. Annual Report 2018. Page 7

program interface (API) that provides a simple way to generate shipping labels, electronic pre-advice, etc [87].

Other than that, the strengths of Post Japan are based on their number of post offices, numbers of ATMs, number of postboxes, number of Japan Post Insurance Co. customers, numbers of motorcycles for delivery, number of employees in the four Group companies and number of countries with international logistics bases. The detailed numbers can be referred to Figure 4.14.

Other than that, the comparison of occupational framework between Malaysia and Japan cannot be done due to limited information regarding occupational framework for postal and courier industry in Japan.

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[87] Universal Post Union. 2016. Research on Postal Market 2016. Page 12
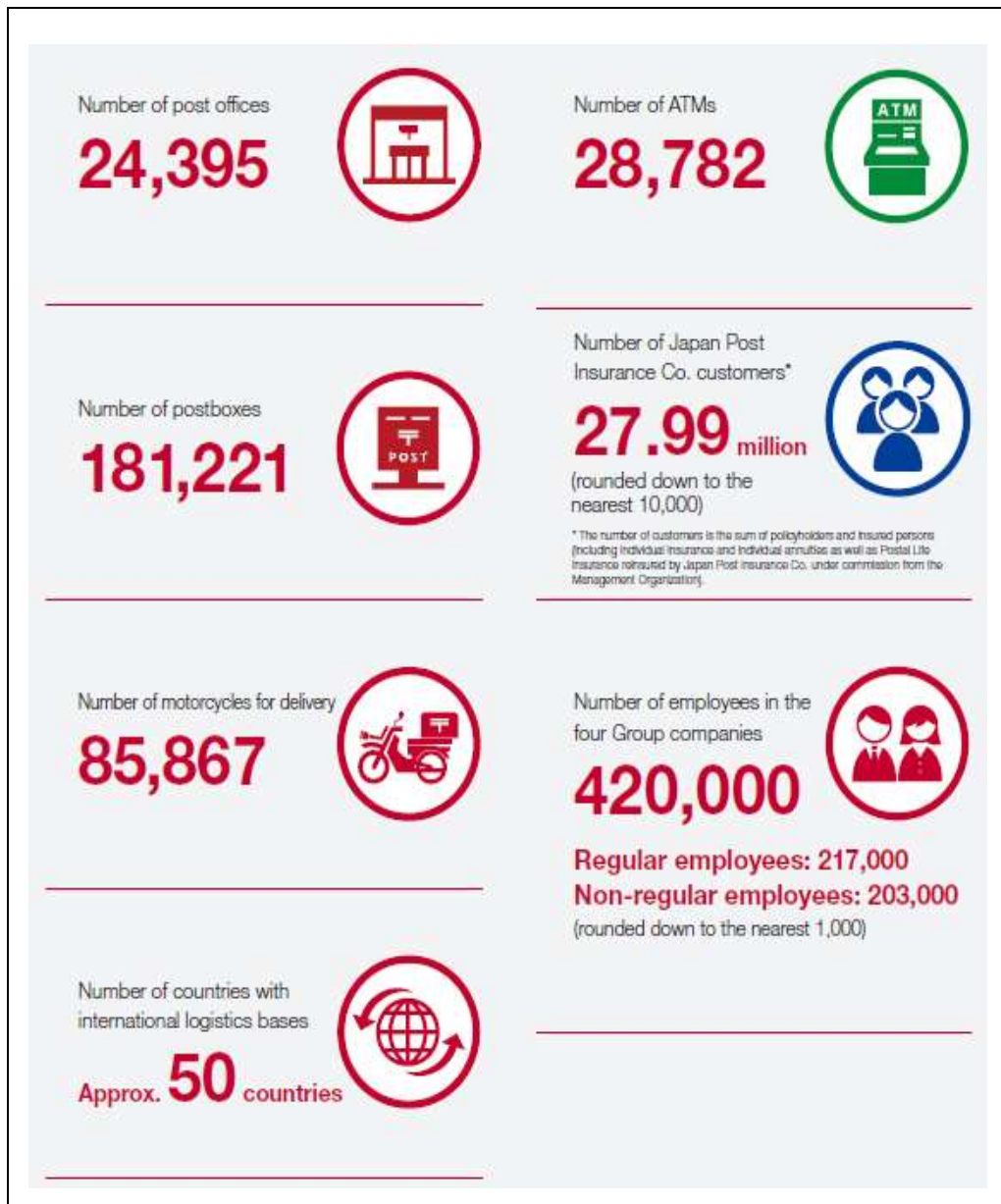
Figure 4.14 The Strengths of Japan Post Group

(Source: Japan Post Group, 2018)

c) Summary of comparison Aspect between Malaysia, Switzerland and Japan

Based on the Table 4.7, Japan shows the overall highest for value of operating income, number of establishment and employment statistics for compared to Switzerland and Malaysia in 2018. However, Switzerland is still known as the top country based on 2IPD with 100 score compare to Japan and Malaysia about 91.6 and 64.4 score. Summary of comparison factor for the Malaysia, Switzerland, and Japan are listed in Table 4.7.

Table 4.7: Comparison Aspect between Malaysia, Switzerland and Japan in 2018

COUNTRY \ COMPARISON ASPECT	VALUE OF OPERATING INCOME (USD)	NUMBER OF ESTABLISHMENT	EMPLOYMENT STATISTICS
Malaysia[88]	3,374.6 million	862	22,915
Switzerland[89]	7,724 million	2,139	58,180
Japan[90]	8,573 million	24,395	420,000

[88] Post Office Malaysia. Annual Report 2018. Page 19,22

[89] Swiss Post. 2018. Annual Report 2018. Page 3,36

[90] Japan Post Group. 2018. Annual Report 2018. Page

4.4   Occupational Structure (OS)

Currently, there are four areas in postal activities which are postal retail, postal collection and processing, postal delivery and postal linehaul have been determined in FGD by the expertise of the related industry. However, the listed job titles are not limited and maybe will be added, remove or merge in the future. In the OS of postal activities, there are 8 critical job titles in postal retails and postal delivery which are state's retail manager, retail branch manager, retail supervisor, teller, delivery manager, inspector postman, senior postman and delivery postman, 6 critical job titles in collection and processing and postal linehaul which are processing manager, collection supervisor, collection postman, linehaul executive, linehaul supervisor and linehaul operator. The related IR4.0 for postal activities are also determined which 6 job titles found from the list of critical job. The details for OS of postal activities are shown in Table 4.8.

For the other group, there are four area in courier activities which are courier operation, courier hub operation, courier linehaul operation and courier customer support have been determine in FGD. Same with the postal activities, the listed job titles are not limited and maybe will be added, remove or merge in the future. In the OS of courier activities, there are 12 critical job titles from courier operation, courier hub operation, courier linehaul operation and courier customer support which are courier operation executive, courier operations supervisor, courier man, hub executive, hub supervisor, hub operator, linehaul executive, linehaul supervisor, linehaul operator, customer service executive, customer service supervisor and customer service operator There are three job titles from critical job that related to IR4.0 for courier activities. The details for OS of courier activities are shown in Table 4.9.

Table 4.8: Group 531 Occupational Structure (1 of 2)

SECTION	(H) TRANSPORTATION AND STORAGE			
DIVISION	(53) POSTAL AND COURIER ACTIVITIES			
GROUP	(531) POSTAL ACTIVITIES			
AREA	Postal Retail	Postal Collection and Processing	Postal Delivery	Postal Linehaul
LEVEL 8	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer
LEVEL 7	Group Chief Operating Officer	Group Chief Operating Officer	Group Chief Operating Officer	Group Chief Operating Officer
LEVEL 6	Chief Operating Officer Retail	Chief Operating Officer Mail	Chief Operating Officer Mail	Head of Linehaul
LEVEL 5	Head Retail Operations	Head of Mail Operation	Head of Mail Operation	Linehaul Manager
LEVEL 4	State's Retail Manager*	Processing Manager ***	Delivery Manager*	Linehaul Executive*
LEVEL 3	Retail Branch Manager*	Collection Supervisor***	Inspector Postman*	Linehaul Supervisor*
LEVEL 2	Retail Supervisor*	Collection Postman***	Senior Postman***	Linehaul Operator*
LEVEL 1	Teller***	No Level	Delivery Postman***	No Level

Noted: *Critical Job Titles

*** Critical Job Titles and Jobs relevant to IR4.0

Table 4.9: Group 532 Occupational Structure (2 of 2)

SECTION	(H) TRANSPORTATION AND STORAGE			
DIVISION	**(53) POSTAL AND COURIER ACTIVITIES**			
GROUP	**(532) COURIER ACTIVITIES**			
AREA	**Courier Operation**	**Courier Hub Operation**	**Courier Linehaul Operation**	**Courier Customer Support**
LEVEL 8	Chief Operating Officer	Chief Operating Officer	Chief Operating Officer	Chief Operating Officer
LEVEL 7	Country Operation Manager	Country Operation Manager	Country Operation Manager	Country Operation Manager
LEVEL 6	Courier Regional Manager	Division Manager	Division Manager	Division Manager
LEVEL 5	Courier Operations Manager	Hub Manager	Linehaul Manager	Customer Service Manager
LEVEL 4	Courier Operation Executive*	Hub Executive*	Linehaul Executive*	Customer Service Executive*
LEVEL 3	Courier Operations Supervisor*	Hub Supervisor*	Linehaul Supervisor*	Customer Service Supervisor*
LEVEL 2	Courier Man***	Hub Operator***	Linehaul Operator*	Customer Service Operator***
LEVEL 1	No Level	No Level	No Level	No Level

Noted: *Critical Job Titles

*** Critical Job Titles and Jobs relevant to IR4.0

The summary of job titles in postal and courier activities from OS can be refer in Table 4.10 below. It can be concluded that there are two group in postal and courier industry which are postal activities and courier activities for 8 area with the grand total identified job titles about 58 titles, 26 of total critical job titles and 9 total job titles relevant to IR4.0 were determined in FGD.

Table 4.10: Summary of Job Titles

NO	JOB AREA	LEVEL								TOTAL IDENTIFIED JOB TITLES	TOTAL CRITICAL JOB TITLES	TOTAL JOB TITLES RELEVANT TO IR4.0
		1	2	3	4	5	6	7	8			
531 POSTAL ACTIVITIES												
1	Postal Retail	1	1	1	1	1	1	1	1	8	4	1
2	Postal Collection and Processing	NL	1	1	1	1	1	1	1	7	3	3
3	Postal Delivery	1	1	1	1	1	1	1	1	8	4	2
4	Postal Linehaul	NL	1	1	1	1	1	1	1	7	3	0
532 COURIER ACTIVITIES												
5	Courier Operation	NL	1	1	1	1	1	1	1	7	3	1
6	Courier Hub Operation	NL	1	1	1	1	1	1	1	7	3	1
7	Courier Linehaul Operation	NL	1	1	1	1	1	1	1	7	3	0
8	Courier Customer Support	NL	1	1	1	1	1	1	1	7	3	1
Grand Total of Identified Job Titles										58	26	9

NL – No Level

4.5   Occupational Responsibility

This section elaborates the occupational responsibilities for the OS in postal industry. However, the occupational responsibilities in postal activities may include but not limited to the list. The list of job responsibilities for each job titles from OS in postal activities are shown in Table 4.11 and Table 4.12 below.

DIVISION   : H-53 POSTAL AND COURIER ACTIVITIES

GROUP   : 531– POSTAL ACTIVITIES

Table 4.11: List of Responsibilities for Group 531 Based on Table 4.8 (1 of 2)

AREA	Postal Retail	Postal Collection and Processing
LEVEL 8	**<u>Chief Executive Officer</u>** 1) Develop high quality business strategies and plans to ensure their alignment with short-term and long-term objectives. 2) Lead and motivate subordinates to promote employee engagement. 3) Develop a high performing managerial team. 4) Review financial and non-financial reports to devise solutions or improvements. 5) Maintain a deep knowledge of the markets and industry of the company.	**<u>Chief Executive Officer</u>** 1) Develop high quality business strategies and plans to ensure their alignment with short-term and long-term objectives. 2) Lead and motivate subordinates to promote employee engagement. 3) Develop a high performing managerial team. 4) Review financial and non-financial reports to devise solutions or improvements. 5) Maintain a deep knowledge of the markets and industry of the company.

AREA	Postal Retail	Postal Collection and Processing
	6) Build trust relations with key partners, stakeholders and government and act as a point of contact for important shareholders. 7) Analyse problematic situations and occurrences and provide .	6) Build trust relations with key partners, stakeholders and government and act as a point of contact for important shareholders. 7) Analyse problematic situations and occurrences and provide .
LEVEL 7	**Group Chief Operating Officer** 1) Oversee all operations and business activities to ensure desired results, consistent with the vision, mission and the overall strategy of the company. 2) Enforce strategies and plan for business growth and sustainment. 3) Develop project objectives. 4) Oversee performance of senior management staff. 5) Facilitate internal and external audits. 6) Analyse and recommend operational budgets. 7) Monitor business operations with industrial compliance and government regulatory	**Group Chief Operating Officer** 1) Oversee all operations and business activities to ensure desired results, consistent with the vision, mission and the overall strategy of the company. 2) Enforce strategies and plan for business growth and sustainment. 3) Develop project objectives. 4) Oversee performance of senior management staff. 5) Facilitate internal and external audits. 6) Analyse and recommend operational budgets. 7) Monitor business operations with industrial compliance and government regulatory.
LEVEL 6	**Chief Operating Officer Retail** 1) Oversee the retail operation and retail budgetary aspects. 2) Execute plan for retail business and operation. 3) Propose manpower requirement for retail business and retail operation. 4) Recommend branch expansion and closure	**Chief Operating Officer Mail** 1) Oversee the retail operation and retail budgetary aspects. 2) Execute plan for retail business and operation. 3) Propose manpower requirement for retail business and retail operation. 4) Recommend branch expansion and closure

AREA	Postal Retail	Postal Collection and Processing
LEVEL 5	**Head Retail Operations** 1) Execute nationwide retail operational plan. 2) Control nationwide retail operational budgets allocation. 3) Enforce act and regulations compliance. 4) Analyse branch/outlet network. 5) Analyse nationwide retail profit and loss (P&L). 6) Update HR related matters. 7) Liaise with relevant head office's departments for related matters.	**Head of Mail Operation** 1) Execute nationwide retail operational plan. 2) Control nationwide retail operational budgets allocation. 3) Enforce act and regulations compliance. 4) Analyse branch/outlet network. 5) Analyse nationwide retail profit and loss (P&L). 6) Update HR related matters. 7) Liaise with relevant head office's departments for related matters.
LEVEL 4	**State's Retail Manager** 1) Execute state retail operational plan. 2) Control state retail operational budgets allocation. 3) Execute all acts and regulations requirements. 4) Liaise with local and state authorities. 5) Propose new branch/outlet network. 6) Analyse state retail profit and loss (P&L). 7) Report HR related matters. 8) Conduct staff recruitment. 9) Liaise with relevant departments in state management office for related matters.	**Processing Manager** 1) Monitor entire Mail Processing Centres (MPC) activities. 2) Monitor handover process to linehaul. 3) Manage processing activities to meet the Service Level Agreement (SLA) set by MCMC. 4) Prepare daily volume report by services (product categories). 5) Oversee processing centre facilities (machine and system). 6) Enforce Environment Safety and Health (ESH) in workplace. 7) Monitor mail processing audit compliance. 8) Maintain non-trading stock.

AREA	Postal Retail	Postal Collection and Processing
LEVEL 3	**Retail Branch Manager** 1) Manage branch retail operations. 2) Manage branch retail revenue and cost. 3) Manage branch facilities maintenance. 4) Promote product and services. 5) Monitor and update HR related matters. 6) Monitor staff scheduling, productivity and performance. 7) Enforce operation / regulatory requirement. 8) Enforce Environment Safety and Health (ESH) compliance. 9) Conduct day-to-day briefing. 10) Monitor audit compliance. 11) Monitor trading and non-trading stock. 12) Maintain branch housekeeping (5s).	**Collection Supervisor** 1) Prepare operational document (pickup list, etc). 2) Prepare vehicle and collection materials. 3) Coordinate day-to-day collection operation. 4) Endorse proof of collection. 5) Prepare collection report. 6) Segregate items based on services (product categories). 7) Coordinate collection items to processing section. 8) Prepare vehicle maintenance report. 9) Safe keeping over related keys. 10) Monitor availability / stock of canvas bag. 11) Conduct daily briefing to collection postman. 12) Conduct On-Job-Training (OJT) to collection postman.
LEVEL 2	**Retail Supervisor** 1) Supervise staff on day-to-day operations. 2) Perform transaction authorisation. 3) Maintain trading and non-trading stock. 4) Provide extended service to customer. 5) Provide On-Job-Training (OJT). 6) Perform branch/outlet cash balancing and remittance transaction. 7) Sort the end of day transaction based on agencies.	**Collection Postman** 1) Obtain operational document. 2) Perform vehicle inspection. 3) Prepare operational equipment (keys, log books, canvas bag, etc). 4) Collect mail items at the point of collection at stipulated time. 5) Comply security procedures during collections. 6) Replace canvas bag for each post box.

AREA	Postal Retail	Postal Collection and Processing
		7) Obtain proof of collection and complete handover process at each branch. 8) Perform mail handing over. 9) Perform vehicle handing over.
LEVEL 1	**<u>Teller</u>** 1) Provide customer services and cross sale. 2) Maintain enough counter stock level. 3) Adhere to rules and regulations and Standard Operating Procedure (SOP). 4) Perform monetary transaction. 5) Perform end-of-day counter cash balancing. 6) Prepare counter sales report and reconciliation. 7) Maintain housekeeping (5s).	No Level

Table 4.12: List of Responsibilities for Group 531 Based on Table 4.8 (2 of 2)

AREA	Postal Delivery	Postal Linehaul
LEVEL 8	**Chief Executive Officer** 1) Develop high quality business strategies and plans to ensure their alignment with short-term and long-term objectives. 2) Lead and motivate subordinates to promote employee engagement. 3) Develop a high performing managerial team. 4) Review financial and non-financial reports to devise solutions or improvements. 5) Maintain a deep knowledge of the markets and industry of the company. 6) Build trust relations with key partners, stakeholders and government and act as a point of contact for important shareholders. 7) Analyse problematic situations and occurrences and provide.	**Chief Executive Officer** 1) Develop high quality business strategies and plans to ensure their alignment with short-term and long-term objectives. 2) Lead and motivate subordinates to promote employee engagement. 3) Develop a high performing managerial team. 4) Review financial and non-financial reports to devise solutions or improvements. 5) Maintain a deep knowledge of the markets and industry of the company. 6) Build trust relations with key partners, stakeholders and government and act as a point of contact for important shareholders. 7) Analyse problematic situations and occurrences and provide.
LEVEL 7	**Group Chief Operating Officer** 1) Oversee all operations and business activities to ensure desired results, consistent with the vision, mission and the overall strategy of the company. 2) Enforce strategies and plan for business growth and sustainment. 3) Develop project objectives.	**Group Chief Operating Officer** 1) Oversee all operations and business activities to ensure desired results, consistent with the vision, mission and the overall strategy of the company. 2) Enforce strategies and plan for business growth and sustainment. 3) Develop project objectives.

AREA	Postal Delivery	Postal Linehaul
	4) Oversee performance of senior management staff. 5) Facilitate internal and external audits. 6) Analyse and recommend operational budgets. 7) Monitor business operations with industrial compliance and government regulatory.	4) Oversee performance of senior management staff. 5) Facilitate internal and external audits. 6) Analyse and recommend operational budgets. 7) Monitor business operations with industrial compliance and government regulatory.
LEVEL 6	**Chief Operating Officer Mail** 1) Oversee the mail operation and mail budgetary aspects. 2) Execute plan for mail business and operation. 3) Propose manpower requirement for mail business and mail operation. 4) Recommend mail processing centre expansion and closure.	**Head of Linehaul** 1) Monitor linehaul operations. 2) Determine additional route on ad-hoc basis. 3) Determine linehaul manpower requirements. 4) Determine load distribution to designated station. 5) Determine proposal of new routes requirements. 6) Initiate secondary accident investigation. 7) Determine claim for linehaul operator. 8) Enforce Environment Safety and Health (ESH) in workplace.
LEVEL 5	**Head of Mail Operation** 1) Execute operational plan (country level). 2) Responsible cost and budgets. 3) Empower act and regulations compliance. 4) Analyse new processing centre network. 5) Update HR related matters to COO. 6) Liaise with relevant department for related matters. 7) Approve budgets for vehicle maintenance. 8) Approve budgets for delivery materials.	**Linehaul Manager** 1) Review additional route ad-hoc basis. 2) Manage linehaul manpower. 3) Review load distribution to designated station. 4) Review proposal of new routes. 5) Prepare contingency plan. 6) Review claim for linehaul operator. 7) Review day-to-day linehaul operations report to manager.

AREA	Postal Delivery	Postal Linehaul
	9) Review and approve solutions for new delivery areas to head of mail operation.	8) Enforce Environment Safety and Health (ESH) in workplace. 9) Approved training schedule. 10) Plan and propose fleet requisition. 11) Monitor related linehaul application.
LEVEL 4	**Delivery Manager** 1) Monitor branch's delivery activities to meet the Service Level Agreement (SLA) set by MCMC. 2) Prepare daily delivery volume report by services (product categories). 3) Enforce Environment Safety and Health (ESH) in workplace. 4) Monitor delivery audit compliance. 5) Prepare report on customer complaints. 6) Prepare report on postman complaints. 7) Recommend budgets for vehicle maintenance and delivery materials. 8) Analyse and recommend solutions for new delivery areas. 9) Process claim documents.	**Linehaul Executive** 1) Recommend additional route ad-hoc basis. 2) Analyse load distribution to designated station. 3) Analyse new routes. 4) Conduct preliminary accident investigation. 5) Prepare claim for linehaul operator. 6) Prepare day to day linehaul operations report to manager. 7) Enforce Environment Safety and Health (ESH) in workplace. 8) Prepared training schedule.
LEVEL 3	**Inspector Postman** 1) Perform inspection on delivery job based on the designated delivery route.	**Linehaul Supervisor** 1) Coordinate linehaul schedule (ETA, ETD). 2) Coordinate linehaul operator 3) Coordinate linehaul route.

AREA	Postal Delivery	Postal Linehaul
	2) Conduct preliminary investigation on customer complaints. 3) Escalate and communicate customer complain. 4) Cross check special delivery requirements. 5) Identify new development area and prepare report. 6) Investigate and escalate postman complaints (delivery complications, etc).	4) Coordinate linehaul vehicle. 5) Propose additional route ad-hoc basis. 6) Compile vehicle maintenance complaints from drivers/operator. 7) Coordinate loading and unloading process between linehaul operator and platform. 8) Perform as back-up driver (when required). 9) Conduct briefing to linehaul operator.
LEVEL 2	**Senior Postman** 1) Prepare operational document to delivery postman. 2) Handover operation document and reconciliation of delivery items. 3) Handover non-trackable items to sub office. 4) Perform as back-up delivery postman and when needed. 5) Perform vehicle maintenance requisition. 6) Perform delivery materials requisition. 7) Prepare claim document (postman overtime).	**Linehaul Operator** 1) Perform vehicle inspection. 2) Perform vehicle inspection checklist handover. 3) Oversee loading process. 4) Perform shipment container safety and security procedures (seal, etc). 5) Perform item shipment to designated destination. 6) Adhere to OSH requirement. 7) Oversee unloading process. 8) Perform shipment manifest handing over.
LEVEL 1	**Delivery Postman** 1) Obtain operational document. 2) Perform final mail item sort and prepare operation document. 3) Perform vehicle inspection and handing over. 4) Drop non-trackable items as per the address.	No Level

AREA	Postal Delivery	Postal Linehaul
	5) Deliver trackable (registered) items and obtain acknowledgment. 6) Issue and drop delivery attempted note for undelivered trackable item. 7) Return undelivered non-trackable and trackable (pending item).	

The occupational responsibilities in this courier activities may include but not limited to the list. The list of job responsibilities for each job titles from OS in courier activities are shown in Table 4.13 and Table 4.14 below.

DIVISION : H-53 POSTAL AND COURIER ACTIVITIES

GROUP : 532 COURIER ACTIVITIES

Table 4.13: List of Responsibilities for Group 531 Based on Table 4.9 (1 of 2)

AREA	Courier Operation	Courier Hub Operation
LEVEL 8	**Chief Operating Officer** 1) Oversee all operations and business activities to ensure desired results, consistent with the vision, mission and the overall strategy of the company. 2) Enforce strategies and plan for business growth and sustainment. 3) Develop project objectives. 4) Oversee performance of senior management staff. 5) Facilitate internal and external audits. 6) Analyse and recommend operational budgets. 7) Monitor business operations with industrial compliance and government regulatory.	**Chief Operating Officer** 1) Oversee all operations and business activities to ensure desired results, consistent with the vision, mission and the overall strategy of the company. 2) Enforce strategies and plan for business growth and sustainment. 3) Develop project objectives. 4) Oversee performance of senior management staff. 5) Facilitate internal and external audits. 6) Analyse and recommend operational budgets. 7) Monitor business operations with industrial compliance and government regulator

AREA	Courier Operation	Courier Hub Operation
LEVEL 7	**Country Operation Manager** 1) Oversee audits of operations. 2) Oversee the development and implementation of innovative methodologies to improve service levels and overall operation efficiency. 3) Develop and implement operational policies and procedures in collaboration with other key stakeholders. 4) Develop performance goals and objectives for staff, and monitor achievement of those goals. 5) Supervise the project's quality assurance and training programs as well as corrective actions to ensure compliance. 6) Perform other duties as may be assigned.	**Country Operation Manager** 1) Oversee audits of operations 2) Oversee the development and implementation of innovative methodologies to improve service levels and overall operation efficiency. 3) Develop and implement operational policies and procedures in collaboration with other key stakeholders. 4) Develop performance goals and objectives for staff, and monitor achievement of those goals. 5) Supervise the project's quality assurance and training programs as well as corrective actions to ensure compliance. 6) Perform other duties as may be assigned.
LEVEL 6	**Courier Regional Manager** 1) Oversee courier operations and budgetary aspects. 2) Execute courier business and operations plan including the development of engagement programs to improve courier retention. 3) Recommend branch expansion and closure. 4) Present models, findings and insights to senior management to drive business decisions. Build, maintain, communicate, and present detailed reporting at city-level, regional, and mega-regional levels. 5) Enforce act and regulations compliance. 6) Analyse branch volume capacity.	**Division Manager** 1) Communicate and promote the vision, values, objectives and priorities of the Trust effectively to staff, partners and the public. 2) Implement performance monitoring systems throughout the division, ensuring that country operation managers are clear about the targets to be achieved. 3) Ensure that services are recovery based and service users and carers are at the centre of service provision. 4) Recruit, retain, motivate and develop staff and be responsible for the objective setting, appraisal and development of senior staff.

AREA	Courier Operation	Courier Hub Operation
	7) Determine HR related matters.	5) Ensure that all staff in the Division are annually appraised and have a personal development plan which supports the individual and the trust agenda. 6) Play a key role in the personal and professional development of Division Managers by providing ongoing support, training and regular structured supervision sessions.
LEVEL 5	**Courier Operations Manager** 1) Develop workplace SOP. 2) Monitor courier staff daily pick-up/drop-off items. 3) Supervise permanent and contract staff assignment to the courier work program. 4) Set professional standards for staff and monitor performance. 5) Conduct recurring staff training. 6) Maintain accurate record keeping and filing of all work program related logs including but not limited to: mileage, vehicle maintenance, returned mail, print shop delivery, etc.	**Hub Manager** 1) Monitor entire hub processing activities. 2) Manage processing activities to meet the Service Level Agreement (SLA) set by MCMC. 3) Monitor hub processing audit compliance. 4) Responsible for managing and assigning employees (primarily Operations Managers). 5) Monitor safe and efficient sortation of packages through the facility. 6) Minimize operational cost and maximize operational quality, including the movement, tracking and administration of trailers. 7) Monitor compliance with policies and procedures across all aspects of operations, including proper documentation. 8) Perform customer engagement. 9) Liaise with several local authorities and government bodies (Custom, PDRM).

AREA	Courier Operation	Courier Hub Operation
LEVEL 4	**Courier Operation Executive** 1) Assign day-to day work to the team and team handling and monitoring. 2) Monitor operational excellence and improvement and achieve operational KPI's. 3) Maintain of document process flow. 4) Prepare courier men expenses claim (toll, fuel, parking, etc). 5) Analyse pickup/delivery procedures and recommend modifications, as new clients and procedures become available.	**Hub Executive** 1) Provide supervision, guidance and mentoring to hub staff and other support personnel such as interns. 2) Assure that Hub activities are in accordance with Hub policies and conducts regular updates of those policies. 3) Monitor handover process to linehaul. 4) Prepare daily volume report by services (product categories). 5) Oversee processing centre facilities (machine and system). 6) Enforce Environment Safety and Health (ESH) in workplace. 7) Recommend purchase of non-trading stock.
LEVEL 3	**Courier Operation Supervisor** 1) Arrange work schedule of the courier and dispatch personnel to ensure that tasks are completed correctly and within specified pick up time limits. 2) Supervise the activities of the courier department personnel to ensure efficiency of the timely pickup, transport and triage of client samples. 3) Maintain inventory of courier materials. 4) Assist courier men with routing and needed materials. 5) Support corporate quality and continuous improvement process. 6) Enforce Environment Safety and Health (ESH) in workplace.	**Hub Supervisor** 1) Arrange work schedule of the hub operator personnel to ensure that tasks are completed correctly and within timeframe. 2) Maintain inventory of hub materials. 3) Assist hub operator and needed materials. 4) Support corporate quality and continuous improvement process. 5) Enforce Environment Safety and Health (ESH) in workplace. 6) Prepare daily hub operator productivity reports. 7) Verify shipment manifest. 8) Liaise with relevant departments for related matters.

AREA	Courier Operation	Courier Hub Operation
	7) Prepare daily courier men productivity reports.	9) Monitor operational equipment are in good order (forklift, pallet jack, etc). 10) Maintain non-trading stock. 11) Maintain staff schedule, including after-hours on-call rotations.
LEVEL 2	**Courier Man** 1) Perform delivery packages and documents for institutions, businesses, government agencies, and individuals. 2) Perform pick up documents and packages from customer´s offices or houses and then deliver them to final destinations within the same area. 3) Perform sorting and scanning item carried and prepare operation document. 4) Perform vehicle inspection. 5) Issue and drop delivery attempted note for undelivered trackable item. 6) Return undelivered non-trackable and trackable (pending item). 7) Comply delivery procedures during delivery. 8) Perform operation document handing over. 9) Perform vehicle handing over (lorry). 10) Perform load and unload of items carried.	**Hub Operator** 1) Perform incoming items unloading. 2) Perform items receiving processes (courier men or linehaul). 3) Perform incoming items scanning, balancing, coding and sorting. 4) Perform outgoing items scanning. 5) Perform items segregation (according to destination). 6) Prepare shipment manifest. 7) Perform outgoing items loading. 8) Perform shipment records keeping.
LEVEL 1	No Level	No Level

Table 4.14: List of Responsibilities for Group 531 Based on Table 4.9 (2 of 2)

AREA	Courier Linehaul Operation	Courier Customer Support
LEVEL 8	**Chief Operating Officer** 1) Oversee all operations and business activities to ensure desired results, consistent with the vision, mission and the overall strategy of the company. 2) Enforce strategies and plan for business growth and sustainment. 3) Develop project objectives. 4) Oversee performance of senior management staff. 5) Facilitate internal and external audits. 6) Analyse and recommend operational budgets. 7) Monitor business operations with industrial compliance and government regulatory.	**Chief Operating Officer** 1) Oversee all operations and business activities to ensure desired results, consistent with the vision, mission and the overall strategy of the company. 2) Enforce strategies and plan for business growth and sustainment. 3) Develop project objectives. 4) Oversee performance of senior management staff. 5) Facilitate internal and external audits. 6) Analyse and recommend operational budgets. 7) Monitor business operations with industrial compliance and government regulatory.
LEVEL 7	**Country Operation Manager** 1) Oversee audits of operations. 2) Oversee the development and implementation of innovative methodologies to improve service levels and overall operation efficiency. 3) Develop and implement operational policies and procedures in collaboration with other key stakeholders. 4) Develop performance goals and objectives for staff, and monitor achievement of those goals.	**Country Operation Manager** 1) Oversee audits of operations. 2) Oversee the development and implementation of innovative methodologies to improve service levels and overall operation efficiency. 3) Develop and implement operational policies and procedures in collaboration with other key stakeholders. 4) Develop performance goals and objectives for staff, and monitor achievement of those goals.

AREA	Courier Linehaul Operation	Courier Customer Support
	5) Supervise the project's quality assurance and training programs as well as corrective actions to ensure compliance. 6) Perform other duties as may be assigned.	5) Supervise the project's quality assurance and training programs as well as corrective actions to ensure compliance. 6) Perform other duties as may be assigned.
LEVEL 6	**Division Manager** 1) Communicate and promote the vision, values, objectives and priorities of the Trust effectively to staff, partners and the public. 2) Implement performance monitoring systems throughout the division, ensuring that Country operation managers are clear about the targets to be achieved. 3) Monitor services are recovery based and service users and carers are at the centre of service provision. 4) Recruit, retain, motivate and develop staff and be responsible for the objective setting, appraisal and development of senior staff. 5) Monitor all staff in the division are annually appraised and have a personal development plan which supports the individual and the Trust agenda. 6) Play a key role in the personal and professional development of division managers by providing ongoing support, training and regular structured supervision sessions.	**Division Manager** 1) Communicate and promote the vision, values, objectives and priorities of the Trust effectively to staff, partners and the public. 2) Implement performance monitoring systems throughout the division, ensuring that Country operation managers are clear about the targets to be achieved. 3) Monitor services are recovery based and service users and carers are at the centre of service provision. 4) Recruit, retain, motivate and develop staff and be responsible for the objective setting, appraisal and development of senior staff. 5) Monitor all staff in the division are annually appraised and have a personal development plan which supports the individual and the Trust agenda. 6) Play a key role in the personal and professional development of Division Managers by providing ongoing support, training and regular structured supervision sessions.

AREA	Courier Linehaul Operation	Courier Customer Support
LEVEL 5	**Linehaul Manager** 1) Review additional route ad-hoc basis. 2) Manage linehaul manpower. 3) Review load distribution to designated station. 4) Review proposal of new routes. 5) Prepare contingency plan. 6) Review claim for linehaul operator. 7) Review day-to-day linehaul operations report to manager. 8) Enforce Environment Safety and Health (ESH) in workplace. 9) Approve training schedule. 10) Plan and propose fleet requisition. 11) Monitor related linehaul application.	**Customer Service Manager** 1) Develop and implement customer service policies and procedures. 2) Define and communicate customer service standards. 3) Oversee the achievement and maintenance of agreed customer service levels and standards. 4) Direct the daily operations of the customer service team. 5) Plan, prioritize and delegate work tasks to ensure proper functioning of the department. 6) Monitor necessary resources and tools are available for quality customer service delivery. 7) Manage customer complaints. 8) Handle complex and escalated customer service issues. 9) Manage customer service projects and initiatives. 10) Evaluate staff performance. 11) Determine staff training and coaching needs.
LEVEL 4	**Linehaul Executive** 1) Recommend additional route ad-hoc basis. 2) Analyse load distribution to designated station. 3) Analyse new routes. 4) Conduct preliminary accident investigation. 5) Prepare claim for linehaul operator. 6) Prepare day to day linehaul operations report to manager.	**Customer Service Executive** 1) Monitor customers receive excellent and consistent service. 2) Monitor the staff to knows the policies and always adheres to them. 3) Review applications, conduct interviews, process new hire paperwork, and provide on the job training or mentoring to new employees.

AREA	Courier Linehaul Operation	Courier Customer Support
	7) Enforce Environment Safety and Health (ESH) in workplace. 8) Prepare training schedule.	4) Supervise staff's daily performance, provide employee performance reviews and handle any disciplinary actions necessary. 5) Prepare, maintain, and submit reports and records.
LEVEL 3	**Linehaul Supervisor** 1) Coordinate linehaul schedule (ETA, ETD). 2) Coordinate linehaul operator. 3) Coordinate linehaul route. 4) Coordinate linehaul vehicle. 5) Propose additional route ad-hoc basis. 6) Compile vehicle maintenance complaints from drivers/operator. 7) Coordinate loading and unloading process between linehaul operator and platform. 8) Perform as back-up driver (when required). 9) Conduct briefing to linehaul operator.	**Customer Service Supervisor** 1) Supervise and coordinate activities of workers engaged in customer service activities. 2) Plan, prepare, and devise work schedules, according to budgets and workloads. 3) Observe and evaluate workers' performance. 4) Issue instructions and assigns duties to workers. 5) Perform On-Job-Training (OJT). 6) Communicate with other departments and management to resolve problems and expedite work. 7) Interpret and communicate work procedures and company policies to staff. 8) Help customer service operator in resolving problems and completing work. 9) Resolve complaints and answers questions of customers regarding services and procedures. 10) Prepare, maintain, and submit reports and records.

AREA	Courier Linehaul Operation	Courier Customer Support
LEVEL 2	**Linehaul Operator** 1) Perform vehicle inspection. 2) Perform vehicle inspection checklist handover. 3) Oversee loading process. 4) Perform shipment container safety and security procedures. 5) Perform item shipment to designated destination. 6) Adhere to OSH requirement. 7) Oversee unloading process. 8) Perform shipment manifest handing over	**Customer Service Operator** 1) Deliver exceptional customer service by professionally receiving and responding to incoming calls, social media and emails from customers. 2) Act as a general resource for customers by providing a strong knowledge of products and services. 3) Maintain a high level of confidentiality. 4) Trouble shoot and resolve customer service inquiries while building a relationship with the customer. 5) Maintain highest level of accuracy and courtesy in communication with each customer. 6) Perform daily tests on all equipment to verify functionality of equipment. 7) Complete all reports as required. 8) Performs other duties, as assigned.
LEVEL 1	No Level	No Level

4.6 Mapping OS vs Available NOSS

For this section, the mapping between OS and available NOSS are determine for postal and courier activities. From Table 4.15, there are no available registry NOSS January 2019 that can be match with develop OS in postal activities.

Table 4.15: Mapping OS vs Available NOSS (1 of 2)

SECTION	(H) TRANSPORTATION AND STORAGE			
DIVISION	(53) POSTAL AND COURIER ACTIVITIES			
GROUP	(531) POSTAL ACTIVITIES			
AREA	Postal Retail	Postal Collection and Processing	Postal Delivery	Postal Linehaul
LEVEL 8	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer	Chief Executive Officer
LEVEL 7	Group Chief Operating Officer	Group Chief Operating Officer	Group Chief Operating Officer	Group Chief Operating Officer
LEVEL 6	Chief Operating Officer Retail	Chief Operating Officer Mail	Chief Operating Officer Mail	Head of Linehaul
LEVEL 5	Head Retail Operations	Head of Mail Operation	Head of Mail Operation	Linehaul Manager
LEVEL 4	State's Retail Manager	Processing Manager	Delivery Manager	Linehaul Executive
LEVEL 3	Retail Branch Manager	Collection Supervisor	Inspector Postman	Linehaul Supervisor
LEVEL 2	Retail Supervisor	Collection Postman	Senior Postman	Linehaul Operator
LEVEL 1	Teller	No Level	Delivery Postman	No Level

From Table 4.16, there are three job titles that can be match between develop OS with the available NOSS in courier activities. There are two job titles under Courier Operation at Level 5 and Level 4 which are Courier Operation Manager and Courier Operation Executive as well as another one from Customer Support of Level 3 which is Customer Service Support. The available NOSS for courier activities are based on registry NOSS January 2019.

Table 4.16: Mapping OS vs Available NOSS (2 of 2)

SECTION	(H) TRANSPORTATION AND STORAGE			
DIVISION	(53) POSTAL AND COURIER ACTIVITIES			
GROUP	(532) COURIER ACTIVITIES			
AREA	Courier Operation	Courier Hub Operation	Courier Linehaul Operation	Courier Customer Support
LEVEL 8	Chief Operating Officer	Chief Operating Officer	Chief Operating Officer	Chief Operating Officer
LEVEL 7	Country Operation Manager	Country Operation Manager	Country Operation Manager	Country Operation Manager
LEVEL 6	Courier Regional Manager	Division Manager	Division Manager	Division Manager
LEVEL 5	**IL-011-5:2012**	Hub Manager	Linehaul Manager	Customer Service Manager
LEVEL 4	**IL-011-4:2012**	Hub Executive	Linehaul Executive	Customer Service Executive
LEVEL 3	Courier Operations Supervisor	Hub Supervisor	Linehaul Supervisor	**IL-011-3:2012**
LEVEL 2	Courier Man	Hub Operator	Linehaul Operator	Customer Service Operator
LEVEL 1	No Level	No Level	No Level	No Level

4.7 Occupational Description

Occupational Description (OD) is a broad, general, and written statement of a specific job, based on the findings of a job analysis. It generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the job's title, and the name or designation of the person to whom the employee reports. There are 26 OD provided in Annex 6 are the job titles that have been identified as critical or hard-to-fill job as suggested by industry representatives from focus group discussion.

4.8 Conclusion

Based on the discussions with panel members during the development workshops and survey findings, the OS of the industry is produced in this chapter. The OS would provide information of the competencies or job areas applicable to the industry, and the skill level of the different job titles, according to the MOSQF Level Descriptors, and the available career paths.

The jobs and competencies in demand, and the specific steps proposed to be taken by various parties to bridge the skills gaps are elaborated so that the parties concerned could take the necessary steps to overcome such challenges.

CHAPTER 5: DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 Discussion

Based on the findings obtained throughout the Occupational Analysis on the industry, 8 job areas, 58 job titles, 26 critical job titles and 9 job titles related to IR4.0 have been identified and confirmed to be in tandem with 2 digits MSIC 2008 Division 53: Postal and Courier Activities. The job titles identified require a holistic view in development of standard, skills training and also certification for recognition. If the competencies requirements documented in NOSS format, the personnel in these areas will obtain a more structured skills training. This will also enable personnel who are experienced and skilled to be certified through the Recognition of Prior Achievement. The list of NOSS which are already developed under 2 digits MSIC 2008 Division 53: Postal and Courier Activities is presented in Table 2.4. This study provides a more comprehensive view of the industry needs in terms of skill development and thus can assist in strategizing the NOSS development for other critical job areas.

5.2 Recommendation

It is hoped that the result of this Occupational Framework will be used as reference to fulfil the future plans of developing skilled personnel and certifying Malaysian in this sector towards improving the quality of the local sector and thus spurring Malaysia's global competitiveness.

There are several options when addressing or mitigating workforce demand and supply. It may include establishing and maintaining partnerships with other agencies or departments, or educational institutions to increase external talent pools and also through the training of existing staff in line with new skills requirements.

Based on the above comments, specific recommendations are listed below:

a) Enhance the system efficiency with instruct delivery unit supervisor to properly report occurrences of delayed mail for improve service quality.

b) Provide refresher training or programmes for attract the youth involvement.

c) Continue and streamline efforts in NOSS development for areas under the sector in line with the findings of this analysis. This includes the development of the NOSS for the section and division that are in demand and have not been developed.

d) Encourage apprenticeship training (National Dual Training System –NDTS) for the related sub sector and job area.

e) Promote certification of existing and experienced personnel in the sector through Recognition of Prior Achievement (PPT- *Pengiktirafan Pentauliahan Terdahulu*).

f) Collaboration with learning institution to develop syllabus that matches the industry requirement.

g) Upgrade the skills and knowledge of current into local workers to improve and increase the number of local experts.

h) Implementation of IR4.0 can minimize new workers as they automated system with desired skills.

5.3 Conclusion

The conclusion is based on the specified objectives of the Occupational Framework as elaborated below:

Objective 1: To establish the OS for 2 digits MSIC 2008, Division 53: Postal and Courier Activities

As a result of the Occupational Framework conducted together with expert panel members from various organisations, a total of 8 area, 9 job titles related to IR4.0 and 58 job titles have been identified.

By planning and conducting the training and certification of this sector personnel in the near future, it is hoped that there will be a steady flow of local skilled and certified workers.

Objective 2: To examine the competencies in demand in the postal and courier industry

Based on the survey findings, the survey respondents are agreed for highlighted the competencies in demand are as follows:

a) Communication skills

   The communication is the most in demand in postal and courier activities which is the person can deliver and understand information quickly and accurately.

b) Management skills

   The management skill is high in demand as well as communication skills. From these skills, the employee can manage their time and be more productive, efficient and more likely to meet deadlines

c) Planning and forecasting abilities

   The planning and forecasting abilities also high in demand in this industry. The product or service can be produced and delivered more efficiently and to the satisfaction of customers.

d) Customer service skills

   Customer service skills is also one of the crucial in postal and courier industry. The person needs to knowledge how to treating customer well, answering questions, and exceeding their expectations.

e) General attitude towards work

   The general attitude is an important skill which is can effect on every person in the organisation, from the employees to the clients and even the company owner.

f)   Leadership skills

Leadership skills is vital skills which helps to maximize efficiency and to achieve organisational goals

Objective 3: To list critical job in the postal and courier industry

The Focus Group Discussion members have reviewed there are no available critical job titles listed in COL 2018/2019, then 26 critical job titles have been determined in postal and courier industry as listed in ANNEX 4.

Objective 4: To identify job titles related to Industry Revolution 4.0 (IR4.0) in the postal and courier industry

The Focus Group Discussion members have reviewed the identified OS and identified there are 9 job titles relevant to IR4.0. The 9 job titles relevant to IR4.0 have been determined in postal and courier industry as listed in ANNEX 5.

Objective 5: To establish OD for each job titles based on latest industry OS

The Occupational Description for all the different job titles were obtained from Focus Group Discussion and related reports in the ANNEX 6. These Occupational Description will also serve as reference of job scope and the required competencies for NOSS development.

As for conclusion, the result of this Occupational Framework research and development work will be able to be used as key reference as how to fulfil the future plans of developing skilled personnel and certifying Malaysian in the postal and courier industry towards enhancing services provided by the industry players.

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ANNEX 1: MOSQF LEVEL DESCRIPTORS

MALAYSIAN OCCUPATIONAL SKILLS QUALIFICATION FRAMEWORK (MOSQF) LEVEL DESCRIPTOR

(Source: Department of Skill Development)

Level	Level Description
8	Achievement at this level reflects the ability to develop original understanding and extend a sub-area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complexes, interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves the exercise of broad autonomy, judgement and leadership in sharing responsibility for the development of a field of work or knowledge, or for creating substantial professional or organisational change. It also reflects a critical understanding of relevant theoretical and methodological perspectives and how they affect the field of knowledge or work.
7	Achievement at this level reflects the ability to reformulate and use relevant understanding, methodologies and approaches to address problematic situations that involve many interacting factors. It includes taking responsibility for planning and developing courses of action that initiate or underpin substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of theoretical and relevant methodological perspectives, and how they affect their sub-area of study or work.
6	Achievement at this level reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have limited definition. It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of different perspectives, approaches of schools of thought and the theories that underpin them.
5	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to address broadly-defined, complex problems. It includes taking responsibility for planning and developing

Level	Level Description
	courses of action as well as exercising autonomy and judgment within broad parameters. It also reflects understanding of different perspectives, approaches or schools of thought and the reasoning behind them.
4	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to address problems that are well defined but complex and non-routine. It includes taking responsibility for overall courses of action as well as exercising autonomy and judgment within fairly broad parameters. It also reflects under-standing of different perspective or approaches within a sub-area of study or work.
3	Achievement at this level reflects the ability to identify and use relevant understanding, methods and skills to complete task and address problems that are well defined with a measure of complexity. It includes taking responsibility for initiating and completing tasks and procedures as well as exercising autonomy and judgments within limited parameter. It also reflects awareness of different perspectives or approaches within a sub-area of study or work.
2	Achievement at this level reflects the ability to select and use relevant knowledge, ideas, skills and procedures to complete well-defined tasks and address straightforward problem. It includes taking responsibility for completing tasks and procedures, and exercising autonomy and judgment subject to overall direction or guidance.
1	Achievement at this level reflects the ability to use relevant knowledge, skills and procedures to complete routine and predictable tasks that include responsibility for completing tasks and procedures subject to direction or guidance.

ANNEX 2: LIST OF CONTRIBUTORS

LIST OF SECTOR PANEL MEMBERS FOR POSTAL AND COURIER ACTIVITIES FRAMEWORK DEVELOPMENT

NO.	NAME	ORGANISATION
1	V. Saravanan A/L Veerappan	City Link express
2	Thevavasanthan A/L Ramasamy	GDEX express
3	Alias Bin Mat Ghazali	Nationwide
4	Hasina Binti Bakar	Pos Malaysia
5	Mohd Azhar Bin Abu Bakar	Pos Malaysia
6	Rafidah Binti Hj. Ismail	Malaysian Communication and Multimedia Commission
7	Nur Hurriyatul Huda Binti Abdullah Sani	Department of Statistics Development
8	YM Tengku Noradilah Binti Tengku Jalal	Department of Statistics Development
9	Akmalia Binti Hanifah	Department of Statistics Development

LIST OF OCCUPATIONAL FRAMEWORK TECHNICAL EVALUATION COMMITTEE

NO.	NAME	ORGANISATION
1	Mohd Nasri Abu Talib	GDEX express
2	Laila Sofra binti Abdullah Tahir	Malaysian Communication and Multimedia Commission
3	Mohd Asyraf Bin Adzmin	Department of Statistics Malaysia
4	Rabi'atul'adawiah Binti Shabli	Department of Statistics Malaysia

LIST OF DEPARTMENTS OF SKILLS DEVELOPMENT (DSD) OFFICERS INVOLVED IN OCCUPATIONAL FRAMEWORK DEVELOPMENT

NO.	NAME	POSITION	ORGANISATION
1	Siti Fauziah binti Jumaidi	Principal Assistant Director	NOSS Division
2	Jefrizan bin Abdul Rasid	Senior Assistant Director	NOSS Division
3	Noor Azura binti Adnan	Senior Assistant Director	NOSS Division
4	Azizah binti md Saleh	Senior Assistant Director	Planning, Research and Development Division
5	Syazwani binti Azmi	Assistant Director	NOSS Division
6	Nazrul Hilmi bin Mohammad	Assistant Director	NOSS Division
7	Zainal bin Abdul Jalil	Senior Skills Development Officer	NOSS Division

LIST OF WORKFORCE TEAM IN OCCUPATIONAL FRAMEWORK DEVELOPMENT

NO.	NAME	ORGANISATION	RESPONSIBLE
1	Basharudin Bin Mohamed	Edusure Sdn Bhd	Project Director
2	Izzudin Fahmi Bin Basharuddin	Edusure Sdn Bhd	Project Manager
3	Cristnorish Lianu	Edusure Sdn Bhd	Curriculum Development Executive I
4	Ahmad Ramdan Bin M Yusof	Edusure Sdn Bhd	Curriculum Development Executive II
5	Mohamed Salleh Bin Shahadan	Edusure Sdn Bhd	Facilitator
6	Khairul Alia Binti Mohd Kharudin	Edusure Sdn Bhd	Proofreader Team
7	Dr. Raemah Binti Abdullah Hashim	Edusure Sdn Bhd	Researcher Team
8	Dr. Azahari Bin Jamaludin	Edusure Sdn Bhd	Researcher Team
9	Muhammad Hilman Bin Abdul Mustapa	Edusure Sdn Bhd	Researcher Team

ANNEX 3: QUESTIONNAIRE

Postal and Courier Activities Occupational Framework Survey

The Department of Skills Development (DSD), Ministry of Human Resources is currently conducting an analysis on the Occupational Framework of the Industry. From this analysis, the industry framework, occupational structure, occupational job titles, and occupational description will be summarised for the use of the government, private sector, investors, employers, employees, educators or any personnel involved either directly or indirectly with the industry.

The main objective of this research is to enhance skills training starting from the entry level position for any job in this industry based on input from the industry. It will also provide a reference competency for skills required by workers to perform as required in the industry.

This survey will be used as field data in order to conduct a comprehensive analysis of the industry's Occupational Framework. The target group for this survey is the organisation's representative either from the Human Resource Department or personnel at Management level.

We would like to extend our heartfelt gratitude upon your cooperation in answering this survey. Please fill in where necessary in the forms provided. Do advise us if you wish to remain anonymous in your survey response. There will be further communication with survey respondents in order to verify our findings. The completed questionnaire can be emailed to:

Muhammad Hilman bin Abdul Mustapa: muhdhilman12@yahoo.com

<u>Survey Respondent Details</u>

Name   :

Position   :

Organisation   :

Date   :

Please answer the questions below in the space provided, additional pages may be added if necessary. There are 4 SECTIONS in this _ PAGES survey.

SECTION 1: COMPETENCIES IN DEMAND

1.1 Listed below are set of skills related to personnel involve in **Postal and Courier Activities**. Rate the level of demand by using the scale below:

1	2	3	4
Not in Demand	**Low in Demand**	**In Demand**	**High in Demand**

No	Competencies	Not in Demand	Low in Demand	In Demand	High in Demand
1	Custome service skills				
2	Management skills				
3	General attitude towards work (commitment, resourcefulness, teamwork, etc.)				
4	Competent in using computerized / other mechanical devices				
5	Troubleshooting / Problem solving skills				
6	Planning and Forecasting abilities				
7	Communication skills				
8	English language competencies				
9	Reading comprehension skills				
10	Coordination skills				
11	Leadership skills				
12	Product knowledge				
13	Organising skills				
14	Analytical skills				
15	Knowledge of other tools and devices				
16	Accounting skills				

No.					
17	Training and coaching				
18	Regulatory knowledge				

SECTION 2: JOBS IN DEMAND

2.1 Listed below are job areas and description of category of skills. Based on your observation, which job area is experiencing **shortage of manpower in Postal and Courier Activities**?

Category of Skills	Description
Skilled Workers	Managers, Executive, Specialist, and Professional
Semi-Skilled Workers	Support, Technician, Admin and Machine Operator
Low-Skilled Workers	Elementary Workers

Rate the level of demand to the set of demand by using the scale below:

1	2	3
Low Demand	**Mid Demand**	**High Demand**

No.	Job Areas & Category of Skills	High Demand	Mid Demand	Low Demand
1	**Postal Retail**			
	a) Skilled Workers			
	b) Semi-Skilled Workers			
	c) Low-Skilled Workers			
2	**Postal Collection and Processing**			
	a) Skilled Workers			
	b) Semi-Skilled Workers			
	c) Low-Skilled Workers			
3	**Postal Delivery**			

	a) Skilled Workers			
	b) Semi-Skilled Workers			
	c) Low-Skilled Workers			
4	**Postal Linehaul**			
	a) Skilled Workers			
	b) Semi-Skilled Workers			
	c) Low-Skilled Workers			
5	**Courier Operation**			
	a) Skilled Workers			
	b) Semi-Skilled Workers			
	c) Low-Skilled Workers			
6	**Courier Hub Operation**			
	a) Skilled Workers			
	b) Semi-Skilled Workers			
	c) Low-Skilled Workers			
7	**Courier Linehaul Operation**			
	a) Skilled Workers			
	b) Semi-Skilled Workers			
	c) Low-Skilled Workers			
8	**Courier Customer Support**			
	a) Skilled Workers			
	b) Semi-Skilled Workers			
	c) Low-Skilled Workers			

SECTION 3: EMERGING SKILLS

(Note: Emerging Skills are skills that are predicted to be imperative to the industry in the near future based on recent development, trend or study)

3.1 Do you think Industry Revolution 4.0 (Digitalization) (IR4.0) would give an impact to the economic activities of Postal and Courier Activities?

[__] Yes

[__] No

[__] Not sure

3.2 Listed below are the nine (11) technology drives/pillars of IR4.0. Which job area is likely to be affected by these 11 technology drives/pillars of IR4.0?

Tick (√) where applicable, you may tick more than once.

No.	TECHNOLOGY DRIVES / PILLARS	Courier Customer Support	Courier Linehaul Operation	Courier Hub Operation	Courier Operation	Postal Linehaul	Postal Delivery	Postal Collection & Processing	Postal Retail
1	**Autonomous Robots** (Coordinated and automated actions of robots to complete tasks intelligently, with minimal human input)								
2	**Big Data Analytics** (The analysis of ever larger volumes of data. Circulation, collection, and analysis of information is a necessity because it supports productivity growth based on a								

No.	TECHNOLOGY DRIVES / PILLARS	Courier Customer Support	Courier Linehaul Operation	Courier Hub Operation	Courier Operation	Postal Linehaul	Postal Delivery	Postal Collection & Processing	Postal Retail
	real-time decision-making process)								
3	**Cloud Computing** (Storing and accessing data and programs over the Internet instead of your computer's hard drive)								
4	**Internet of Things (IoT)** (All machines and systems connected to the production plant (as well as other systems) must be able to collect, exchange and save these massive volumes of information, in a completely autonomous way and without the need of human intervention)								
5	**Additive Manufacturing (3D Printing)** (Use in prototyping, design iteration and small-scale production and often described as "rapid prototyping" - produce the desired components faster, more flexibly and more precisely than ever before)								
6	**System Integration** (The process of linking together different computing systems and software applications physically or functionally to act as a								

No.	TECHNOLOGY DRIVES / PILLARS	Courier Customer Support	Courier Linehaul Operation	Courier Hub Operation	Courier Operation	Postal Linehaul	Postal Delivery	Postal Collection & Processing	Postal Retail
	coordinated whole via Internet of Things-IoT)								
7	**Cybersecurity** (With the increased connectivity and use of standard communications protocols, the need to protect critical industrial systems and manufacturing lines from cybersecurity threats is increasing)								
8	**Augmented Reality** (Augmented-reality-based systems support a variety of services, such as selecting parts in a warehouse and sending repair instructions over mobile devices - provide workers with real-time information to improve decision making and work procedures)								
9	**Simulation** (Simulations will leverage real-time data to mirror the physical world in a virtual model, which can include machines, products, and humans. This allows operators to test and optimize the machine settings for the next product in line in the virtual world before the physical changeover, thereby driving								

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No.	TECHNOLOGY DRIVES / PILLARS	Courier Customer Support	Courier Linehaul Operation	Courier Hub Operation	Courier Operation	Postal Linehaul	Postal Delivery	Postal Collection & Processing	Postal Retail
	down machine setup times and increasing quality)								
10	**Horizontal and Vertical Integration** (Horizontal: Integrate through network and value chain from Suppliers, the company itself, and the customers. Vertical: Integrate through network & value chain across functional department i.e., Sales, R&D, Procurement until customer services)								
11	**New Business Models** Business model is a combination of two functions: the process of value creation and the process of value capture. The process of value creation refers to the process of creating value for the target consumer. The process of value capture refers to converting market opportunities into performance outcomes for the firm, which then justifies value creation								

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SECTION 4: RELATED ISSUES

4.1 What is/are the key issue/s related to Postal and Courier Activities?

Please rate **ALL** the key issues by using the scale below.

1	2	3	4
Strongly Disagree	**Disagree**	**Agree**	**Strongly Agree**

No	KEY ISSUES	RATING
1	Insufficient manpower	
2	Low-skilled and low performance workforce	
3	High dependency on foreign labour	
4	Underpayment of wages lead to high turn over	
5	Service quality inconsistency	
6	Economic conditions	
7	Government policy/regulation	
8	Labour cost (wages)	
9	Technological change	
10	Transportation delivery shortage	
11	Maintaining profitability	
12	Youth Involvement	
13	Lack of infrastructure support	
14	Inefficient system	

End of Questionnaire

ANNEX 4: LIST OF CRITICAL JOB

List of Critical Job Title for Postal and Courier Activities

No.	Critical Job Title	Group	Area	Level	LS	SS	S
1.	State's Retail Manager	531	Postal Retail	4	X	X	√
2.	Retail Branch Manager	531	Postal Retail	3	X	√	X
3.	Retail Supervisor	531	Postal Retail	2	X	√	X
4.	Teller	531	Postal Retail	1		X	X
5.	Processing Manager	531	Postal Collection and Processing	4	X	X	√
6.	Collection Supervisor	531	Postal Collection and Processing	3	X	√	X
7.	Collection Postman	531	Postal Collection and Processing	2	X	√	X
8.	Delivery Manager	531	Postal Delivery	4	X	X	√
9.	Inspector Postman	531	Postal Delivery	3	X	√	X
10.	Senior Postman	531	Postal Delivery	2	X	√	X
11.	Delivery Postman	531	Postal Delivery	1	√	X	X
12.	Linehaul Executive	531	Postal Linehaul	4	X	X	
13.	Linehaul Supervisor	531	Postal Linehaul	3	X	√	X
14.	Linehaul Operator	531	Postal Linehaul	2	X	√	X
15.	Courier Operation Executive	532	Courier Operation	4	X	X	√
16.	Courier Operations Supervisor	532	Courier Operation	3	X	√	X
17.	Courier Man	532	Courier Operation	2	X	√	X
18.	Hub Executive	532	Courier Hub Operation	4	X	X	
19.	Hub Supervisor	532	Courier Hub Operation	3	X	√	X
20.	Hub Operator	532	Courier Hub Operation	2	X	√	X
21.	Linehaul Executive	532	Courier Linehaul Operation	4	X	X	√
22.	Linehaul Supervisor	532	Courier Linehaul Operation	3	X	√	X
23.	Linehaul Operator	532	Courier Linehaul Operation	2	X	√	X

No.	Critical Job Title	Group	Area	Level	LS	SS	S
24.	Customer Service Executive	532	Courier Customer Support	4	X	X	√
25.	Customer Service Supervisor	532	Courier Customer Support	3	X	√	X
26.	Customer Service Operator	532	Courier Customer Support	2	X	√	X

ANNEX 5: JOB TITLES RELEVANT TO IR4.0

List of Job Titles Relevant to IR4.0 for Postal and Courier Activities

NO.	Job Titles Relevant to IR4.0	AREA	LEVEL
1.	Teller	Postal Retail	1
2.	Processing Manager	Postal Collection and Processing	4
3.	Collection Supervisor	Postal Collection and Processing	3
4.	Collection Postman	Postal Collection and Processing	2
5.	Senior Postman	Postal Delivery	2
6.	Delivery Postman	Postal Delivery	1
7.	Courier Man	Courier Operation	2
8.	Hub Operator	Courier Hub Operation	2
9.	Customer Service Operator	Courier Customer Support	2

ANNEX 6: OCCUPATIONAL DESCRIPTION (OD)

SECTION   : (H) TRANSPORTATION AND STORAGE

DIVISION : (53) POSTAL AND COURIER ACTIVITIES

GROUP   : (531) POSTAL ACTIVITIES

MSIC GROUP   **: 531**
AREA   **: Postal Retail**
JOB TITLE   **: State′s Retail Manager**
LEVEL   **: 4**

RESPONSIBILITIES:
State′s Retail Manager is responsible to execute state retail operational plan, control state retail operational budgets allocation, execute all acts and regulations requirements, liaise with local and state authorities, propose new branch/outlet network, analyse state retail profit and loss (P&L), report HR related matters, conduct staff recruitment and liaise with relevant departments in state management office for related matters.

Knowledge:
• Nationwide retail operational plan
• Nationwide retail operational budgets allocation
• Budget and cost estimates
• Communication and problem-solving skills
• Company safety, rules and regulations
• Instruction and working procedure

Skills:
• Review or prepare budget and cost estimates
• Provide technical support and instruction to staff and customers
• Review and evaluate work of others, inside and outside the organisation
• Analyse state retail profit and loss
• Prepare, review and maintain maintenance schedules, design documentation and operational reports and charts

Attributes (Attitude/Safety/Environmental):
• Good communication and problem-solving with subordinates
• Good interpersonal skills
• Good management skills
• Ability to supervision skills
• Good in using computer skills and software
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations
• Problem solving and decision-making skills

MSIC GROUP   **: 531**
AREA   **: Postal Retail**
JOB TITLE   **: Retail Manager**
LEVEL   **: 3**

RESPONSIBILITIES:

Retail Branch Manager is responsible to manage branch retail operations, manage branch retail revenue and cost manage branch facilities maintenance, promote product and services, monitor and update HR related matters, monitor staff scheduling, productivity and performance, enforce operation / regulatory requirement, enforce Environment Safety and Health (ESH) compliance, conduct day-to-day briefing, monitor audit compliance, monitor trading and non-trading stock and maintain branch housekeeping (5s).

Knowledge:
• OSH knowledge
• Company safety, rules and regulations
• Instruction and working procedure
• Product knowledge
• System knowledge

Skills:
• Perform all work in accordance with quality standards and established safety procedures
• Perform quality work checks
• Monitor audit compliance
• Perform trading and non-trading stock
• Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):
• Good communication and problem-solving with subordinates
• Good interpersonal skills
• Details in checking quality work
• Good in using computer skills and software
• Proactive when maintain clean and safe work area
• Adhere to safety regulations, production quality standards and environmental regulations
• Decision making skills

MSIC GROUP   **: 531**
AREA   **: Postal Retail**
JOB TITLE   **: Retail Supervisor**
LEVEL   **: 2**

RESPONSIBILITIES:

Retail Supervisor is responsible to supervise staff on day-to-day operations, perform transaction authorisation, maintain trading and non-trading stock, provide extended service to customer, provide On-Job-Training (OJT), perform branch/outlet cash balancing and remittance transaction and sort the end of day transaction based on agencies.

Knowledge:
• OSH knowledge
• Company safety, rules and regulations
• Instruction and working procedure
• Product knowledge
• System knowledge

Skills:
• Perform branch cash balancing
• Perform all work in accordance with quality standards and established safety procedures
• Perform quality work checks
• Perform outlet cash balancing and remittance transaction
• Monitor audit compliance
• Perform trading and non-trading stock
• Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):
• Good communication and problem solving
• Good interpersonal skills
• Details in checking quality work
• Proactive when maintain clean and safe work area
• Adhere to safety regulations, production quality standards and environmental regulations
• Problem solving and decision-making skills

MSIC GROUP : **531**
AREA : **Postal Retail**
JOB TITLE : **Teller**
LEVEL : **1**

RESPONSIBILITIES:

Teller is responsible to provide customer services and cross sale, maintain enough counter stock level, adhere to rules and regulations and Standard Operating Procedure (SOP), perform monetary transaction, perform end-of-day counter cash balancing, prepare counter sales report and reconciliation and maintain housekeeping (5s).

Knowledge:
• OSH knowledge
• Company safety, rules and regulations
• Instruction and working procedure
• Product knowledge
• System knowledge

Skills:
• Perform counter sales report
• Perform monetary transaction
• Adhere to rules and regulations of company
• Adhere to Standard Operating Procedure (SOP)
• Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):
• Good communication and problem solving
• Good interpersonal skills
• Proactive when maintain clean and safe work area
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP   **: 531**
AREA   **: Postal Collection and Processing**
JOB TITLE   **: Processing Manager**
LEVEL   **: 4**

RESPONSIBILITIES:

Processing Manager is responsible to monitor entire Mail Processing Centres (MPC) activities, monitor handover process to linehaul, manage processing activities to meet the Service Level Agreement (SLA) set by MCMC, prepare daily volume report by services (product categories), oversee processing centre facilities (machine and system), enforce Environment Safety and Health (ESH) in workplace, monitor mail processing audit compliance and maintain non-trading stock.

Knowledge:

- Collecting, analysing and summarising information and trends
- Studying customer requirements
- OSH knowledge
- Company safety, rules and regulations
- Instruction and working procedure
- Product knowledge
- System knowledge

Skills:

- Perform Environment Safety and Health (ESH) in workplace
- Perform mail processing audit compliance
- Maintain non-trading stock
- Prepare daily volume report
- Contribute to team effort by accomplishing related results as needed
- Assure product quality
- Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):

- Time management skills
- Planning and forecasting abilities
- Good communication and problem solving with subordinates
- Good interpersonal skills
- Good in using computer skills and software
- High level of commitment and strong team player
- Adhere to safety regulations, production quality standards and environmental regulations
- Decision making skills

MSIC GROUP   **: 531**
AREA   **: Postal Collection and Processing**
JOB TITLE   **: Collection Supervisor**
LEVEL   **: 3**

RESPONSIBILITIES:

Collection Supervisor is responsible to prepare operational document (pickup list, etc), prepare vehicle and collection materials, coordinate day-to-day collection operation, endorse proof of collection, prepare collection report, segregate items based on services (product categories), coordinate collection items to processing section, prepare vehicle maintenance report, safe keeping over related keys, monitor availability / stock of canvas bag, conduct daily briefing to collection postman and conduct On-Job-Training (OJT) to collection postman

Knowledge:

- Collecting, analysing and summarising information and trends
- Studying customer requirements
- OSH knowledge
- Company safety, rules and regulations
- Instruction and working procedure
- Product knowledge
- System knowledge

Skills:

- Supervise timelines and deliverables
- Supervise results and cause of any deviation
- Perform OJT procedures
- Monitor stock of canvas bag
- Perform vehicle maintenance report
- Prepare collection report
- Assure product quality
- Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):

- Time management skills
- Negotiation skills
- Planning and forecasting abilities
- Good interpersonal skills
- Ability to supervision skills
- High level of commitment and strong team player
- Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP   **: 531**
AREA   **: Postal Collection and Processing**
JOB TITLE   **: Collection Postman**
LEVEL   **: 2**

RESPONSIBILITIES:

Collection Postman is responsible to obtain operational document, perform vehicle inspection, prepare operational equipment (keys, log books, canvas bag, etc), collect mail items at the point of collection at stipulated time, comply security procedures during collections, replace canvas bag for each post box, obtain proof of collection and complete handover process at each branch, perform mail handing over and perform vehicle handing over.

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Perform vehicle inspection
• Perform vehicle handing over
• Replace canvas bag for each post box
• Prepare operational equipment
• Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Good interpersonal skills
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental
  regulations

MSIC GROUP   **: 531**
AREA   **: Postal Delivery**
JOB TITLE   **: Delivery Manager**
LEVEL   **: 4**

RESPONSIBILITIES:

Delivery Manager is responsible to monitor branch's delivery activities to meet the Service Level Agreement (SLA) set by MCMC, prepare daily delivery volume report by services (product categories), enforce Environment Safety and Health (ESH) in workplace, monitor delivery audit compliance, prepare report on customer complaints, prepare report on postman complaints, recommend budgets for vehicle maintenance and delivery materials, analyse and recommend solutions for new delivery areas and process claim documents.

Knowledge:
- Company safety, rules and regulations
- Instruction and working procedure
- Computer knowledge
- IT knowledge
- OSH knowledge
- Product knowledge
- System knowledge

Skills:
- Prepare delivery volume report
- Prepare report on postman complaints
- Analyse solution for new delivery areas
- Perform process claim documents
- Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):

- Negotiation skills
- Planning and forecasting abilities
- Good communication and problem-solving with subordinates
- Good interpersonal skills
- Good management skills
- Good in using computer skills and software
- High level of commitment and strong team player
- Adhere to safety regulations, production quality standards and environmental regulations
- Decision making skills

MSIC GROUP   **: 531**
AREA   **: Postal Delivery**
JOB TITLE   **: Inspector Postman**
LEVEL   **: 3**

RESPONSIBILITIES:

Inspector Postman is responsible to perform inspection on delivery job based on the designated delivery route, conduct preliminary investigation on customer complaints, escalate and communicate customer complain, cross check special delivery requirements, identify new development area and prepare report and investigate and escalate postman complaints (delivery complications, etc).

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• IT knowledge
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Identify new development area
• Investigate postman complaints
• Perform inspection on delivery job
• Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):
• Being familiar with the local area
• Having customer service skills
• Being reliable and trustworthy
• Good interpersonal skills
• Good management skills
• Ability to supervision skills
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP   **: 531**
AREA   **: Postal Delivery**
JOB TITLE   **: Senior Postman**
LEVEL   **: 2**

RESPONSIBILITIES:
Senior Postman is responsible to prepare operational document to delivery postman, handover operation document and reconciliation of delivery items, handover non-trackable items to sub office, perform as back-up delivery postman and when needed, perform vehicle maintenance requisition, perform delivery materials requisition and prepare claim document (postman overtime).

Knowledge:
- Company safety, rules and regulations
- Instruction and working procedure
- IT knowledge
- OSH knowledge
- Product knowledge
- System knowledge

Skills:
- Prepare operational document to delivery postman
- Perform as back-up for delivery postman
- Perform vehicle maintenance requisition
- Prepare claim document
- Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):
- Being familiar with the local area
- Having customer service skills
- Being reliable and trustworthy
- Good interpersonal skills
- High level of commitment and strong team player
- Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP   **: 531**
AREA   **: Postal Delivery**
JOB TITLE   **: Delivery Postman**
LEVEL   **: 1**

RESPONSIBILITIES:

Delivery Postman is responsible to obtain operational document, perform final mail item sort and prepare operation document, perform vehicle inspection, drop non-trackable items as per the address, deliver trackable (registered) items and obtain acknowledgment, issue and drop delivery attempted note for undelivered trackable item, return undelivered non-trackable and trackable (pending item), comply delivery procedures during delivery, perform operation document handing over and perform vehicle handing over.

Knowledge:
- Company safety, rules and regulations
- Instruction and working procedure
- IT knowledge
- OSH knowledge
- Product knowledge
- System knowledge

Skills:
- Perform final mail item sort
- Prepare operation document
- Perform vehicle inspection
- Perform operation document handing over
- Maintain a clean and safe work area

Attributes (Attitude/Safety/Environmental):
- Being familiar with the local area
- Having customer service skills
- Being reliable and trustworthy
- Good interpersonal skills
- Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP   **: 531**
AREA   **: Postal Linehaul**
JOB TITLE   **: Linehaul Executive**
LEVEL   **: 4**

RESPONSIBILITIES:

Linehaul Executive is responsible to recommend additional route ad-hoc basis, analyse load distribution to designated station, analyse new routes, conduct preliminary accident investigation, prepare claim for linehaul operator, prepare day to day linehaul operations report to manager, enforce Environment Safety and Health (ESH) in workplace and prepared training schedule.

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• IT knowledge
• Computer knowledge
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Analyse new routes
• Perform preliminary accident investigation
• Prepare training schedule
• Analyse load distribution to designated station
• Carry out any other duties as directed by the company

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Planning and forecasting abilities
• Good communication and problem-solving with subordinates
• Good interpersonal skills
• Good management skills
• Good in using computer skills and software
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations
• Decision making skills

MSIC GROUP   **: 531**
AREA   **: Postal Linehaul**
JOB TITLE   **: Linehaul Supervisor**
LEVEL   **: 3**

RESPONSIBILITIES:

Linehaul Supervisor is responsible to Coordinate linehaul schedule (ETA,ETD), coordinate linehaul operator, coordinate linehaul route, coordinate linehaul vehicle, propose additional route ad-hoc basis, compile vehicle maintenance complaints from drivers/operator, coordinate loading and unloading process between linehaul operator and platform, perform as back-up driver (when required) and conduct briefing to linehaul operator

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• IT knowledge
• Computer knowledge
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Coordinate linehaul schedule (ETA, ETD)
• Supervise linehaul operator
• Supervise linehaul route
• Perform as back-up driver
• Carry out any other duties as directed by the company

Attributes (Attitude/Safety/Environmental):
• Negotiation skills
• Planning and forecasting abilities
• Good interpersonal skills
• Good management skills
• Ability to supervision skills
• Good in using computer skills and software
• Adhere to safety regulations, production quality standards and environmental
  regulations

MSIC GROUP   **: 531**
AREA   **: Postal Linehaul**
JOB TITLE   **: Linehaul Operator**
LEVEL   **: 2**

RESPONSIBILITIES:

Linehaul Operator is responsible to perform vehicle inspection, perform vehicle inspection checklist handover, oversee loading process, perform shipment container safety and security procedures (seal, etc), perform item shipment to designated destination, adhere to OSH requirement, oversee unloading process and perform shipment manifest handing over.

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• IT knowledge
• Computer knowledge
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Perform vehicle inspection
• Perform shipment container safety
• Perform security procedures
• Adhere to OSH requirement

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Good interpersonal skills
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental
   regulations

SECTION   : (H) TRANSPORTATION AND STORAGE

DIVISION : (53) POSTAL AND COURIER ACTIVITIES

GROUP   : (532) COURIER ACTIVITIES

MSIC GROUP   **: 532**
AREA   **: Courier Operation**
JOB TITLE   **: Courier Operation Executive**
LEVEL   **: 4**

RESPONSIBILITIES:
Courier Operation Executive is responsible to assign day-to day work to the team and team handling and monitoring, monitor operational excellence and improvement and achieve operational KPI's, maintain of document process flow, prepare courier men expenses claim (toll, fuel, parking, etc) and analyse pickup/delivery procedures and recommend modifications, as new clients and procedures become available.

Knowledge:
- Company safety, rules and regulations
- Instruction and working procedure
- IT knowledge
- Computer knowledge
- OSH knowledge
- Product knowledge
- System knowledge

Skills:
- Analyse pickup or delivery procedures
- Prepare courier men expenses claim
- Monitor operational excellence
- Carry out any other duties as directed by the company

Attributes (Attitude/Safety/Environmental):
- Time management skills
- Negotiation skills
- Planning and forecasting abilities
- Good communication and problem-solving with subordinates
- Good interpersonal skills
- Good management skills
- Ability to supervision skills
- Good in using computer skills and software
- High level of commitment and strong team player
- Adhere to safety regulations, production quality standards and environmental regulations
- Decision making skills

MSIC GROUP   **: 532**
AREA   **: Courier Operation**
JOB TITLE   **: Courier Operation Supervisor**
LEVEL   **: 3**

RESPONSIBILITIES:
Courier Operation Supervisor is responsible to arrange work schedule of the courier and dispatch personnel to ensure that tasks are completed correctly and within specified pick up time limits, supervise the activities of the courier department personnel to ensure efficiency of the timely pickup, transport and triage of client samples, maintain inventory of courier materials, assist courier men with routing and needed materials, support corporate quality and continuous improvement process, enforce Environment Safety and Health (ESH) in workplace and prepare daily courier men productivity reports

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• IT knowledge
• Computer knowledge
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Supervise the activities of the courier department personnel
• Assist courier men with routing
• Prepare daily courier men productivity reports
• Carry out any other duties as directed by the company

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Planning and forecasting abilities
• Good interpersonal skills
• Good management skills
• Ability to supervision skills
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP   **: 532**
AREA   **: Courier Operation**
JOB TITLE   **: Courier Man**
LEVEL   **: 2**

RESPONSIBILITIES:
Courier Man is responsible to perform delivery packages and documents for institutions, businesses, government agencies, and individuals, perform pick up documents and packages from customer´s offices or houses and then deliver them to final destinations within the same area, perform sorting and scanning item carried and prepare operation document, perform vehicle inspection, issue and drop delivery attempted note for undelivered trackable item ,return undelivered non-trackable and trackable (pending item), comply delivery procedures during delivery, perform operation document handing over, perform vehicle handing over (lorry) and perform load and unload of items carried.

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• IT knowledge
• Computer knowledge
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Perform pick up document and packages from customer
• Prepare operation document
• Perform vehicle inspection
• Perform vehicle handing over (lorry)

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Good interpersonal skills
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP : 532
AREA : Courier Hub Operation
JOB TITLE : Hub Executive
LEVEL : 4

RESPONSIBILITIES:

Hub Executive is responsible to provides supervision, guidance and mentoring to hub staff and other support personnel such as interns, assures that Hub activities are in accordance with Hub policies and conducts regular updates of those policies, monitor handover process to linehaul, prepare daily volume report by services (product categories), oversee processing centre facilities (machine and system), enforce Environment Safety and Health (ESH) in workplace and recommend purchase of non-trading stock

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• IT knowledge
• Computer knowledge
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Monitor handover process to linehaul
• Prepare daily volume report
• Assure hub activities are in accordance with Hub policies
• Perform regular updates of those policies

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Planning and forecasting abilities
• Good communication and problem-solving with subordinates
• Good interpersonal skills
• Good management skills
• Ability to supervision skills
• Good in using computer skills and software
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP   **: 532**
AREA   **: Courier Hub Operation**
JOB TITLE   **: Hub Supervisor**
LEVEL   **: 3**

RESPONSIBILITIES:

Hub Supervisor is responsible to arrange work schedule of the hub operator personnel to ensure that tasks are completed correctly and within timeframe, maintain inventory of hub materials, assist hub operator and needed materials, support corporate quality and continuous improvement process, enforce Environment Safety and Health (ESH) in workplace, prepare daily hub operator productivity reports, verify shipment manifest, liaise with relevant departments for related matters, monitor operational equipment are in good order (forklift, pallet jack, etc), maintain non-trading stock and maintain staff schedule, including after-hours on-call rotations

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• IT knowledge
• Computer knowledge
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Maintain non-trading stock
• Maintain staff schedule
• Monitor operational equipment
• Prepare daily hub operator productivity reports

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Planning and forecasting abilities
• Good interpersonal skills
• Ability to supervision skills
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP   **: 532**
AREA   **: Courier Hub Operation**
JOB TITLE   **: Hub Operator**
LEVEL   **: 2**

RESPONSIBILITIES:

Hub Operator is responsible to perform incoming items unloading, perform items receiving processes (courier men or linehaul), perform incoming items scanning, balancing, coding and sorting, perform outgoing items scanning, perform items segregation (according to destination), prepare shipment manifest, perform outgoing items loading and perform shipment records keeping.

Knowledge:
• Company safety, rules and regulations
• Instruction and working procedure
• IT knowledge
• Computer knowledge
• OSH knowledge
• Product knowledge
• System knowledge

Skills:
• Perform items segregation
• Perform outgoing items loading
• Perform shipment records keeping
• Perform incoming items unloading

Attributes (Attitude/Safety/Environmental):
• Negotiation skills
• Planning and forecasting abilities
• Good interpersonal skills
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental
  regulations

MSIC GROUP   **: 532**
AREA   **: Courier Linehaul Operation**
JOB TITLE   **: Linehaul Executive**
LEVEL   **: 4**

RESPONSIBILITIES:
Linehaul Executive is responsible to recommend additional route ad-hoc basis, analyse load distribution to designated station, analyse new routes, conduct preliminary accident investigation, prepare claim for linehaul operator, prepare day to day linehaul operations report to manager, enforce Environment Safety and Health (ESH) in workplace and prepared training schedule

Knowledge:
• Knowledge of general DOT (Department of transportation regulations)
• Knowledge of AS400 (application system), Microsoft Office
• Product knowledge

Skills:
• Analyse new routes
• Perform preliminary accident investigation
• Prepare claim for linehaul operator
• Prepare training schedule

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Planning and forecasting abilities
• Good communication and problem-solving with subordinates
• Good interpersonal skills
• Good management skills
• Ability to supervision skills
• Good in using computer skills and software
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP : 532
AREA : Courier Linehaul Operation
JOB TITLE : Linehaul Supervisor
LEVEL : 3

RESPONSIBILITIES:

Linehaul Supervisor is responsible to coordinate linehaul schedule (ETA,ETD), coordinate linehaul operator, coordinate linehaul route, coordinate linehaul vehicle, propose additional route ad-hoc basis, compile vehicle maintenance complaints from drivers/operator, coordinate loading and unloading process between linehaul operator and platform, perform as back-up driver (when required) and conduct briefing to linehaul operator

Knowledge:
- Knowledge of general DOT (Department of transportation regulations)
- Knowledge of AS400 (application system), Microsoft Office
- Product knowledge

Skills:
- Coordinate linehaul route
- Coordinate linehaul vehicle
- Perform as back-up driver
- Coordinate linehaul operator

Attributes (Attitude/Safety/Environmental):
- Time management skills
- Negotiation skills
- Planning and forecasting abilities
- Good interpersonal skills
- Good management skills
- Ability to supervision skills
- High level of commitment and strong team player
- Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP : 532
AREA : Courier Linehaul Operation
JOB TITLE : Linehaul Operator
LEVEL : 2

RESPONSIBILITIES:

Linehaul Operator is responsible to perform vehicle inspection, perform vehicle inspection checklist handover, oversee loading process, perform shipment container safety and security procedures, perform item shipment to designated destination, adhere to OSH requirement, oversee unloading process and perform shipment manifest handing over.

Knowledge:
• Knowledge of concepts, practices, procedures and transportation regulations used in Linehaul field operations, including DOT regulations
• Product knowledge

Skills:
• Perform vehicle inspection
• Perform shipment container safety
• Adhere to OSH requirement
• Perform shipment manifest handing over

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Planning and forecasting abilities
• Good communication and problem-solving with subordinates
• Good interpersonal skills
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP : 532
AREA : Courier Customer Support
JOB TITLE : Customer Service Executive
LEVEL : 4

RESPONSIBILITIES:
Customer Service Executive is responsible to ensure customers receive excellent and consistent service, to ensure their staff knows the policies and adheres to them at all times, reviewing applications, conducting interviews, processing new hire paperwork, and providing on the job training or mentoring to new employees, supervise staff's daily performance, provide employee performance reviews and handle any disciplinary actions necessary and prepares, maintains, and submits reports and records.

Knowledge:
• Computer operations
• Product knowledge
• Social media platforms
• Administrative procedures
• Customer service principles and practices

Skills:
• Perform job training
• Monitoring new employees
• Supervise staff daily performance
• Provide employee performance reviews

Attributes (Attitude/Safety/Environmental):
• Time management skills
• Negotiation skills
• Planning and forecasting abilities
• Good communication and problem-solving with subordinates
• Good interpersonal skills
• Good management skills
• Ability to supervision skills
• Good in using computer skills and software
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP : 532
AREA : Courier Customer Support
JOB TITLE : Customer Service Supervisor
LEVEL : 3

RESPONSIBILITIES:

Customer Service Supervisor is responsible to supervise and coordinate activities of workers engaged in customer service activities, plan, prepare, and devise work schedules, according to budgets and workloads, observes and evaluates workers' performance, issues instructions and assigns duties to workers, perform On-Job-Training (OJT), communicate with other departments and management to resolve problems and expedite work, interpret and communicates work procedures and company policies to staff, help customer service operator in resolving problems and completing work, resolve complaints and answer questions of customers regarding services and procedures and prepare, maintain, and submit reports and records

Knowledge:
• Computer operations
• Product knowledge
• Social media platforms
• Administrative procedures
• Customer service principles and practices

Skills:
• Perform OJT
• Assign duties to workers
• Prepare work schedules
• Coordinates activities of workers

Attributes (Attitude/Safety/Environmental):
• Negotiation skills
• Planning and forecasting abilities
• Good interpersonal skills
• Good management skills
• Ability to supervision skills
• High level of commitment and strong team player
• Adhere to safety regulations, production quality standards and environmental regulations

MSIC GROUP   **: 532**
AREA   **: Courier Customer Support**
JOB TITLE   **: Customer Service Support**
LEVEL   **: 2**

RESPONSIBILITIES:
Customer Service Support is responsible to deliver exceptional customer service by professionally receiving and responding to incoming calls, social media and emails from customers, act as a general resource for customers by providing a strong knowledge of products and services, maintain a high level of confidentiality, trouble shoot and resolve customer service inquiries while building a relationship with the customer, maintain highest level of accuracy and courtesy in communication with each customer, perform daily tests on all equipment to verify functionality of equipment. Complete all reports as required and performs other duties, as assigned

Knowledge:
• Perform all work in accordance with quality standards
• Computer operations
• Communication and problem-solving skills
• Product knowledge
• Social media platforms
• Administrative procedures
• Customer service principles and practices

Skills:
• Provide strong knowledge of products and services
• Resolve customer service inquiries
• Maintain highest level of accuracy
• Perform daily test on all equipment to verify functionality of equipment

Attributes (Attitude/Safety/Environmental):
• Good communication
• Good interpersonal skills
• Good in using computer skills and software
• Proactive when maintain clean and safe work area