



# **OMNICHANNEL SKILLS GAP ANALYSIS REPORT**

Abridged Version

November 2025

# CONTENTS

|                                                           |    |
|-----------------------------------------------------------|----|
| Executive summary .....                                   | 2  |
| About Industry Skills Australia .....                     | 3  |
| 1. Context .....                                          | 4  |
| 2. Industry background .....                              | 6  |
| 3. Skills and knowledge for omnichannel logistics .....   | 9  |
| 4. Skills gap analysis .....                              | 10 |
| 5. Recommendations.....                                   | 18 |
| Glossary.....                                             | 21 |
| Appendix A: Summary of findings and recommendations ..... | 23 |
| Appendix B: Mapping tables .....                          | 25 |

**This is an abridged version of the report written by South Metropolitan TAFE for Industry Skills Australia.**

## EXECUTIVE SUMMARY

Omnichannel logistics has emerged as a key growth industry in Australia, driven by the resurgence of in-store shopping following the COVID-19 pandemic and the continued strength of online retail. In response, Industry Skills Australia (ISA) commissioned this project to identify current skills gaps and recommend updates to national Training Packages.

Omnichannel logistics integrates inventory, logistics and distribution across all sales channels, enabling seamless order fulfilment. It is underpinned by Industry 4.0 technologies, including automation, artificial intelligence (AI) and cloud-based systems that support fast, efficient and connected operations.

Through research and consultation with 29 industry representatives, the following categories of skills and knowledge are required for omnichannel logistics were identified:

- assess and plan omnichannel capability and select appropriate technology
- introduce and support the use of integrated systems for omnichannel logistics
- use integrated systems and advanced technology for omnichannel logistics
- increased focus on last mile delivery and customer service
- support for reverse logistics across all channels

These findings will inform future training initiatives to ensure the workforce is equipped to meet the evolving demands of the omnichannel logistics sector.

## Key findings and recommendations:

| Findings                                                                                                                          | Recommendations                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Existing Units of Competency (units) cover many required skills but rarely reference 'omnichannel logistics' explicitly.          | 1. Import relevant units into qualifications and contextualise for impacted job roles.                                                                                                                                   |
| Several existing Skill Sets are relevant but require contextualisation.                                                           | 2. Contextualise Skill Sets such as: <ul style="list-style-type: none"> <li>• BSBSS00091 (Big Data)</li> <li>• ICTSS00120 (AI), and</li> <li>• TLISS00191 (Digital Supply Chain)</li> </ul>                              |
| Gaps exist in Training Packages for unified inventory systems, omnichannel fulfilment, AI-driven analytics and reverse logistics. | 3. Develop new Skill Sets focused on: <ul style="list-style-type: none"> <li>• managing integrated systems and fulfilment</li> <li>• working with automation and AI</li> <li>• implementing reverse logistics</li> </ul> |

Current Training Packages provide a strong foundation. With targeted updates and contextualisation, they can support the workforce to meet the growing demands of omnichannel logistics and Industry 4.0.

## ABOUT INDUSTRY SKILLS AUSTRALIA

ISA has been established as the Jobs and Skills Council (JSC) for the Transport Supply Chain industries, which includes Aviation, Maritime, Rail, Transport and Logistics, and the emerging sectors of Omnichannel Logistics and Distribution, and Air and Space Transport and Logistics.

Owned and led by industry, our JSC is committed to building a world-class supply chain workforce to increase productivity, create better jobs and build opportunities for individuals.

We will do this through:

- leveraging almost 30 years of history with Transport Supply Chain industries
- undertaking research and data analysis to inform workforce planning
- advocating for a workforce development approach in tackling industry skills issues, and
- developing priority training package products

# 1. CONTEXT

Omnichannel logistics is expanding rapidly across Australia's transport and logistics sector. By connecting inventory, logistics and distribution across all sales channels, physical stores, online platforms and mobile apps, it enables seamless customer service. This approach involves every part of the supply chain, including retailers, manufacturers, distributors and wholesalers.

Globally, omnichannel distribution is growing by around 7 per cent each year, with spending expected to reach \$840 billion by 2025. In Australia, online retail reached \$63.6 billion in 2023, 16.8 per cent of total retail spending. Since COVID-19, retailers have focused on blending online and in-store experiences to meet changing consumer expectations.

This rapid growth highlights the urgent need to identify and develop the skills required for Australia's omnichannel logistics workforce.

It's important to distinguish between skills gaps and occupational shortages. Skills gaps occur when existing workers lack the skills needed to perform their current roles effectively. Occupational shortages happen when there aren't enough qualified people to fill available jobs.

## 1.1 Purpose and aims

This project explores how nationally endorsed training products can be improved to better support the skills and knowledge needed for omnichannel logistics.

We set out to:

- **identify key roles** in the transport and logistics sector that are being reshaped by the shift to omnichannel logistics, and highlight new roles that are emerging
- **uncover training gaps** and needs and recommend updates to existing Training Packages

To do this, we consulted widely across Australia and looked at every part of the supply chain, from manufacturing and importation through to final delivery to the customer.

This report presents our recommendations for adapting Training Packages and tailoring training products to meet the evolving needs of the omnichannel logistics industry.

## 1.2 Methodology

We used three main methods to gather insights for this project:

- desktop research
- semi-structured interviews
- skills and knowledge mapping against current Training Package content

The desktop research explored how omnichannel logistics is evolving in Australia. It included a review of academic articles, reports, job ads and other sources to identify key skills and potential interviewees.

We invited around 70 organisations to take part in interviews between July and August 2024. We also promoted the project through a dedicated web page, a call for expressions of interest, and with support from Service and Creative Skills Australia and the Supply Chain and Logistics Association of Australia.

In total, we conducted 29 interviews, mostly online and lasting 45 to 60 minutes.

Interviewees reviewed their transcripts, and we made changes where necessary.

Participants represented a diverse range of sectors, including:

- employers (52%)
- industry advocacy bodies (21%)
- researchers, training providers and a union representative

Most employer participants were from large organisations with national or international operations. Key sectors included transport and logistics, customs clearance, freight forwarding, and technology. However, representation from the retail sector was limited.

We analysed the interview data by grouping similar ideas and comparing them with findings from the desktop research. We then mapped the identified skills and knowledge against existing Units of Competency to assess coverage and identify gaps.

## 2. INDUSTRY BACKGROUND

### 2.1 Omnichannel logistics

Omnichannel logistics brings together inventory, distribution and customer service across all sales channels. Unlike multichannel systems, which operate channels independently, omnichannel logistics lets customers browse, buy, receive and return products through any channel they choose, in-store, online, mobile apps or chatbots.

Customers can:

- buy instore or online
- choose home delivery or in-store pickup
- return items in-store or by post

Key features include:

- **Integrated channels** – Customers get a consistent experience across physical stores, online, mobile apps and social media platforms
- **Real-time inventory** – Staff and customers can see accurate product availability and delivery times
- **Flexible fulfilment** – Options include instore pickup, home delivery or locker collection
- **Consistent service** – Customer data is tracked across channels, enabling personalised support

Omnichannel logistics supports a wide range of industries, from groceries and fashion to homewares and office supplies. Retailers often use their own stores, apps and social media, as well as third-party platforms like eBay and Amazon. Some also offer dropshipping, adding further complexity to logistics operations.

Delivering a seamless omnichannel experience helps build customer loyalty and long-term business value.

### 2.2 Enabling omnichannel logistics through Industry 4.0

Omnichannel logistics is powered by broader transformations in transport and logistics, including digitisation, automation, robotics and other Industry 4.0 technologies. These technologies connect systems and data across the supply chain, enabling fast, accurate and personalised order fulfillment across multiple sales channels.

Integrated digital systems, such as unified inventory, customer relationship, sales, warehouse and transport management, support same-day or next-day delivery and in-store pickup. Smart warehouses use high-density storage and robotics to retrieve products and deliver them to human workers for picking and packing.

Omnichannel logistics also includes in-store fulfillment models. This ranges from retail workers picking from shared inventory to 'dark stores', dedicated online fulfillment centres that resemble physical stores but are operated by personal shoppers. These centres may also incorporate high levels of automation.

ISAs mapping outlined Industry 4.0 technologies currently shaping logistics operations:

- **Picking:** Automated Guided Vehicles (AGVs), drones, wearable scanners, voice headsets, smart glasses
- **Packaging:** collaborative and industrial robots, labelling systems
- **Storage and handling:** exoskeletons, smart sensors, Automated Storage Retrieval Systems (ASRS)
- **Traceability:** Radio Frequency Identification Device (RFID), Global Positioning System (GPS), blockchain, IoT devices
- **Flow and stock management:** smart conveyors, virtual assistants, big data analytics

These technologies are supported by systems such as:

- Order Management Systems (OMS)
- Inventory Management Systems (IMS)
- Warehouse Management Systems (WMS)
- Transportation Management Systems (TMS)
- Scheduling and Picking Route Management Systems

Together, these innovations are reshaping how goods are stored, picked, packed, tracked, and delivered, laying the foundation for a responsive and customer-centric logistics ecosystem.

## 2.3 Emerging trends

The transport and logistics industry is rapidly evolving through the adoption of advanced technologies like blockchain, 5G and AI. These innovations are improving transparency, connectivity and data-driven decision-making across supply chains.

**Blockchain** enhances trust and efficiency by creating secure, decentralised records. It allows all parties to trace the origin and journey of goods, helping verify authenticity and maintain integrity, which is especially important for items like pharmaceuticals. Blockchain also streamlines transactions, reducing errors and delays by enabling real-time coordination across the supply chain.

**5G technology** is accelerating automation and connectivity. With faster speeds and greater device capacity, 5G supports real-time visibility and coordination across robotics, sensors and Internet of Things (IoT) systems in warehouses and transport networks.

**Artificial intelligence** is transforming logistics by analysing large data sets to predict demand, optimise delivery routes and improve warehouse design and operations. AI helps businesses respond to seasonal trends, consumer behaviour and traffic conditions, enabling smarter inventory and delivery planning.

## 2.4 Case examples

These examples show how Australian businesses are using automation and Industry 4.0 technologies in omnichannel logistics.

### **Woolworths eStores**

Woolworths operates two co-located stores: one for walk-in customers and one dedicated to online orders. In the online store, automated systems retrieve around 80 per cent of items and deliver them via conveyor belts to staff for packing. The remaining items are picked manually from the walk-in store. This setup blends automation with human labour to support multiple sales channels.

### **Davcor and Autostore**

Davcor, a manufacturer and distributor of locks, introduced Autostore's robotic cube system to automate its storage and retrieval processes. Robots move across a grid to collect tubs of products, which are then picked and packed by staff. The system is designed for efficiency, storing high-demand items near the top for quicker access. Davcor saw a return on investment within two years, with savings in space, energy, staffing and stock loss.

### 3. SKILLS AND KNOWLEDGE FOR OMNICHANNEL LOGISTICS

Our research identified five key skill areas unique to omnichannel logistics:

1. **Assess and plan omnichannel capability and technologies**
  - Skills include network planning, technology selection and digital modelling
  - Roles impacted: Engineers, Analysts, Managers, IT and Customer Experience
2. **Introduce and support the adoption of integrated systems for omnichannel logistics**
  - Skills include change management, system integration and cybersecurity
  - Roles impacted: Managers, IT Support, Analysts and Coordinators
3. **Use integrated systems and other Industry 4.0 technologies for omnichannel logistics**
  - Skills include inventory management, order fulfilment, automation, maintenance and customer service
  - Roles impacted: Warehouse and Store staff, Fulfilment Officers, Analysts and Technicians
4. **Meet demand for last mile delivery and customer service**
  - Skills include transport optimisation, delivery coordination and customer support
  - Roles impacted: Delivery Drivers, Transport Managers and Customer Experience staff
5. **Support reverse logistics across all channels**
  - Skills include managing returns and ensuring a seamless customer experience
  - Roles impacted: Returns Managers, Delivery Drivers and Customer Service staff

These skills span the supply chain – from fulfilment to delivery and returns. While all five skill areas are important, interviewees most frequently emphasised the growing need for skills related to automation and Industry 4.0 technologies.

## 4. SKILLS GAP ANALYSIS

Training Packages are central to Australia's vocational education and training (VET) system. They set national standards for qualifications, ensuring consistency and quality across industries. Qualifications and Statements of Attainment issued under these packages are recognised nationwide.

To assess how well current Training Packages support the skills required for omnichannel logistics, ISA used a custom-built tool to search all content on [training.gov.au](https://training.gov.au). We reviewed each result to see whether it covered the skills and knowledge identified through our research.

### 4.1 Assess and plan omnichannel capability and technologies

Interviewees highlighted the need for strong planning and critical thinking skills to design omnichannel networks. This includes assessing business needs and planning the location and function of physical stores, dark stores, distribution centres and online channels.

Teams need to evaluate automation levels and choose technologies for both internal logistics and broader supply chain operations. These technologies support the flow of goods and data across channels.

Operational staff play a key role by contributing practical insights during technology selection and implementation. Skills in system analysis, coordination and understanding emerging technologies like blockchain are becoming increasingly important.

Interviewees emphasised:

- the need for critical thinking across all levels
- the importance of aligning technology choices with business goals
- the value of timing and strategic decision-making in adopting automation

#### Training package mapping

ISA's mapping shows that while many units across Training Packages support omnichannel logistics and Industry 4.0 planning, most are not included in relevant qualifications. 'Omnichannel' isn't explicitly mentioned, but ICT units can be contextualised to meet business needs. To address skill gaps, these units will need to be imported into qualifications spanning Australian Qualifications Framework (AQF) levels 3 to 7. See Appendix A and B for comprehensive mapping information.

### 4.2 Introduce and support the adoption of integrated systems for omnichannel logistics

Implementing integrated online systems for omnichannel logistics requires both technical expertise and strong change management skills. Interviewees highlighted that many workers, particularly those with limited formal education or nearing retirement, face challenges adapting to new technologies. Successful transitions depend on:

- **Upskilling staff** in new technologies

People first, for a future-fit  
supply chain workforce

- **Involving workers** in system development and implementation
- **Appointing change champions** to lead and support the transition

Interviewees noted that many workers are capable but unfamiliar with digital systems. Supporting them through this shift is essential.

Technical skills in **information technology and cyber security** are critical. Staff need to embed new systems, integrate them with existing platforms, and convert operational data into meaningful insights. Legacy systems across different channels, such as physical stores and online warehouses, must be aligned to enable seamless logistics.

Cyber security and interoperability standards were identified as key concerns. Interviewees stressed the need for reliable systems and skilled support staff to manage issues when they arise.

Interviewees emphasised:

- Staff must embrace technology, understand automation's value, and prioritise robust cybersecurity.

### Training package mapping

ISA's mapping shows many units across Training Packages support the skills needed to adopt integrated online systems in transport and logistics. These include digital supply chain leadership, change management, and ICT systems integration. While 'integration' is mostly linked to ICT, broader business process integration will require contextualisation.

Most relevant units are not included in qualifications for impacted roles, which span AQF levels 3 to 7. See Appendix A and B for comprehensive mapping information.

## 4.3 Use integrated systems and other Industry 4.0 technologies for omnichannel logistics

Omnichannel logistics relies on integrated systems and Industry 4.0 technologies across all job roles and operational levels. These systems support real-time coordination and visibility, making them essential for managing inventory, demand and delivery across multiple channels.

### 4.3.1 Manage inventory across all channels and sites

Unified inventory systems, often called warehouse management systems, track stock across physical stores, distribution centres, dark stores, online platforms and mobile apps. These systems provide a single source of truth, enabling accurate, real-time visibility of stock levels, locations and delivery timelines.

Warehouse staff use scanning technologies to track, sort, pick, pack and process returns. Demand planners and inventory managers need new skills to interpret data and use automated functions to manage stock across channels.

Interviewees emphasised:

- The importance of live inventory visibility to ensure accurate and timely fulfilment
- The ability for customers to choose how and where they receive goods

- The need for transparency across the supply chain, from warehouse to delivery

### Training package mapping

ISA's mapping shows several units cover inventory management using ICT systems and technologies like scanning and mobile apps. However, terms like 'omnichannel' and 'unified inventory' are largely absent, highlighting a gap in Training Package content.

Many relevant units are not included in qualifications for impacted roles but are suitable for import into qualifications at levels 3 to 7. See Appendix A and B for comprehensive mapping information.

### 4.3.2 Orchestrate and optimise order fulfillment across all channels

Interviewees identified a growing demand for Systems Operators who manage integrated online systems that coordinate order fulfillment across multiple sites. These roles involve monitoring digital workflows that combine automation with manual processes to ensure timely and accurate delivery.

These skills align with emerging technologies such as supply chain control towers, cloud-based platforms that use AI, machine learning and IoT to enhance visibility and performance. Supervisors are increasingly managing systems rather than people, shifting toward control centre-style roles.

Managers also need skills in intra-day coordination, enabling them to adjust plans and reallocate resources in real time to meet changing demand. This includes fulfilling orders for other stores, dark stores or direct-to-customer deliveries.

Lean manufacturing knowledge is becoming essential. Interviewees highlighted the value of Lean Six Sigma training to improve operational efficiency and support process excellence.

Key skills identified include:

- operating and monitoring integrated fulfillment systems
- coordinating cross-channel activities
- managing resources dynamically throughout the day
- applying lean methodologies to optimise processes.

### Training package mapping

ISA's mapping showed that while some units cover management-level skills for supply chain coordination, there is a gap in operational-level training for Systems Operators who run integrated, automated order fulfillment systems across channels.

Relevant units from other industries, such as mining and food production, could be adapted for transport and logistics. Most units identified are not included in qualifications for Logistics Coordinators and Supply Chain Managers. As these units form part of qualifications that sit within AQF levels 4 to 8, they are suitable for import into qualifications at AQF levels 3 to 7. See Appendix A and B for comprehensive mapping information

### 4.3.3 Working with automation and industry 4.0 technologies

Warehouses and distribution centres are becoming increasingly automated. Technologies such as robots, drones, wearable scanners and virtual assistants are now part of everyday operations. Workers need to know how to operate these technologies and 'co-work' with them in warehouses / storage facilities.

Interviewees emphasised the growing importance of digital skills across all job roles. These include the ability to interact with digital systems on devices such as computers, tablets and mobile phones, and to work with AI to support decision-making and monitor performance.

Skills required span technical, interpersonal and strategic capabilities:

- understanding and using smart devices and systems
- collaborating across channels and teams
- communicating effectively, especially when automation is involved
- adapting to multi-skilled roles
- applying a systems perspective
- solving complex problems to meet customer expectations

Interviewees also highlighted the need for training that prepares workers to operate in automated environments. This includes understanding how technologies work, following safety protocols and knowing how to respond when systems fail.

As AI is increasingly used in industrial settings, workers need to interpret and apply insights from validated, regulated systems.

Additional capabilities include:

- analytics and commercial acumen
- awareness of best practices
- strong communication and relationship-building skills

### Training package mapping

ISA's mapping identifies units across Training Packages that support automation in warehouses and distribution centres, from operating drones and sortation systems to implementing AI and machine learning. Skill levels range from operator to manager, with training also available for team-based process improvement. This presents an opportunity to develop targeted Skill Sets for roles such as Warehouse Worker, Picker Packer, Store Manager and Transport Manager. Interviewees emphasised the need for training in automation and Industry 4.0 technologies.

Most relevant units are not included in current qualifications for impacted roles. However, many contribute to qualifications aligned with AQF levels 3 and 4, making them suitable for import. See Appendix A and B for comprehensive mapping information.

### 4.3.4 Fulfilling online orders from physical stores

Omnichannel logistics enables orders placed through any channel to be fulfilled from any location, whether a store or distribution centre, based on customer preference and efficiency. Retail workers now require new skills to pick, pack and prepare online orders directly from store inventory.

Interviewees highlighted the significant shift in store-based roles. Staff must now:

- work with integrated order and inventory systems
- pick goods from store shelves for online orders
- package and label items for delivery or instore pickup
- manage competing demands from instore and online customers

Retail teams are increasingly coordinating both sales and fulfillment tasks, requiring greater flexibility and strong customer service skills.

#### Training package mapping

ISAs mapping shows existing units that support order fulfillment from physical stores, covering both operational and management tasks, such as manual handling, ICT use, and transport coordination. These units are suitable for online order fulfillment but require contextualisation to reflect omnichannel processes.

All three units are currently absent from qualifications for impacted roles. They are included in AQF level 2 to 3 qualifications and can be imported into relevant training. See Appendix A and B for comprehensive mapping information.

### 4.3.5 Supporting customers across all channels

Omnichannel service staff engage with customers through multiple platforms - instore, phone, live chat, email, social media and more. They need the skills to manage interactions across these channels using unified customer relationship management (CRM) systems.

Workers must be able to:

- continue conversations across platforms, regardless of where they started
- support queries about products that may differ between channels (e.g. online-only items)
- resolve issues like order tracking, changes and customer satisfaction

Interviewees noted that customer service now plays a bigger role in marketing and customer experience, requiring more than just basic support skills.

#### Training package mapping

ISA's mapping identified units and a Skill Set that support customer service via digital tools, including internal and external communication and resolving complex queries. While 'omnichannel' isn't mentioned, existing training can be contextualised to reflect omnichannel business needs.

Most relevant units are absent from qualifications for impacted roles. As they form part of qualifications that sit within AQF levels 2 to 5, they are suitable for import. See Appendix A and B for comprehensive mapping information.

### 4.3.6 Analyse data from all channels to optimise business processes

Omnichannel logistics generates large volumes of data, known as 'big data', from integrated systems tracking customers, products, sales and supply chain performance. Workers need the skills to analyse this data and apply insights to improve efficiency, resilience and sustainability.

Interviewees highlighted the growing demand for:

- real-time data integration and predictive analytics
- interpreting insights from AI
- combining operational and financial analysis
- using tools such as SQL, Python, R, Tableau, Power BI and integration platforms like Talend and Apache Nifi

These skills are essential across all levels, from digital literacy to advanced modelling. Interviewees also noted a growing need for financial analysts in supply chains to understand and assess cost-to-serve and performance metrics.

#### Training package mapping

ISA's mapping identified units and a Skill Set that support big data and business analysis in digital supply chains. While 'omnichannel' isn't mentioned, multiple data sources are addressed. No training was found for using AI to analyse data, this is a gap. Data interpretation is critical for omnichannel logistics.

The relevant units are included in AQF level 4 to 6 qualifications but are largely missing from Business Analyst qualifications. See Appendix A and B for comprehensive mapping.

## 4.4 Meet demand for increased last mile delivery and customer service

Online shopping continues to drive growth in last mile delivery, with Australia's last-mile market projected to expand by more than 10 per cent annually over the next five years. This trend is increasing demand for Delivery Drivers and Transport Managers, particularly in urban and high-density areas.

Transport Managers now need to manage more deliveries, drivers and routes, requiring skills in using integrated, online transport management systems to plan and optimise operations.

Delivery Drivers are also taking on new responsibilities, including:

- picking up parcels from physical stores and residential addresses
- applying safety and risk assessments in busy urban environments
- representing the brand through direct customer interaction
- managing returns and navigating complex delivery scenarios

Interviewees noted that last mile Delivery Drivers are in high demand across multiple sectors, including rideshare and food delivery, contributing to occupational shortages.

## Training package mapping

ISA's mapping shows that while many units in the Transport and Logistics Training Package support skills relevant to last mile delivery, terms like 'last mile delivery', 'transport management system' and 'omnichannel logistics' are not referenced. Existing units can be contextualised to cover:

- Coordinating last mile delivery using integrated transport management systems
- Operating these systems to carry out deliveries
- Managing safety and risk in urban environments

Most relevant units are included in AQF level 2 to 5 qualifications but are largely absent from those for impacted roles, except for TLI21221 Certificate II in Driving Operations, which already includes many of the required units. See Appendix A and B for comprehensive mapping information.

## 4.5 Support reverse logistics across all channels

Reverse logistics, the process of returning goods from customers to sellers, is a growing part of omnichannel logistics. Around 30 per cent of online purchases are returned, especially in sectors like fashion and apparel. While essential for customer satisfaction, managing returns is costly and complex.

To support effective reverse logistics, workers need skills to:

- apply retailer policies and understand consumer law
- coordinate pickups from homes or stores
- process returns across channels (e.g. buy online, return instore)
- assess goods for resale or disposal
- reintegrate returned items into inventory systems

Reverse logistics also supports sustainability goals, including recycling and product stewardship. Some retailers now accept goods for recycling through reverse logistics channels.

Interviewees highlighted the need for:

- reverse logistics coordinators with specialist technical and regulatory knowledge
- customer-focused returns processes
- data-driven tracking and analysis
- seamless experiences across all channels

## Training package mapping

ISA's mapping shows no existing training specifically focused on reverse logistics. One unit, TLIX0014X Manage customer focussed supply chain, is broadly relevant but would need contextualisation.

Given the growing importance of reverse logistics, new Training Package content is recommended. This should include:

- Management-level training using TLIX0014X

- Operational and customer service training for handling returns across channels
- Coverage of consumer law related to goods returns

These skills are currently missing from qualifications for impacted roles. See Appendix A and B for comprehensive mapping information.

## 5. RECOMMENDATIONS

This project identified 17 skill groups across five categories essential for omnichannel logistics.

Most of these skills are already covered in existing Training Packages, including:

1. Assess and plan omnichannel capability and technologies
2. Introduce and support the adoption of integrated systems for omnichannel logistics
3. Work with automation and Industry 4.0 technologies in warehouses and distribution centres:
  - a. Work with automation and Industry 4.0 technologies in warehouses and distribution centres
  - b. Fulfil online orders from physical stores
  - c. Provide customer service across all channels
4. Meet demand for increased last mile delivery and customer service

However, many relevant units are not currently included in qualifications aligned to impacted job roles. These units should be imported and contextualised.

Four skill areas are not covered by any current Training Package:

5. Unified inventory management systems
6. Orchestrating omnichannel order fulfillment
7. Working with artificial intelligence to analyse data and gain insights
8. Managing and operating in reverse logistics.

The following recommendations arise from this project's findings regarding the skills and knowledge needed for omnichannel logistics that are not currently covered by Training Package curriculum either because of not being present in the qualifications that relate to the job roles impacted or because there is a gap in available competencies.

### 5.1 Relevant units are imported into existing qualifications and contextualised to omnichannel logistics

This project found that many of the skills and knowledge required across a wide range of job roles are already covered by existing units in a range of Training Packages.

However, a search for the units within the qualifications that prepare workers for the job roles impacted by omnichannel logistics showed that many of the units are *not* currently packaged within these qualifications. Appendix A shows the job roles where additional training can be imported into the related qualifications to cover skills and knowledge for omnichannel logistics.

Analyses of the units reported earlier in this report showed that the qualifications they are already included in two AQF levels of the qualifications that relate to the job roles impacted by omnichannel logistics. These units would be suitable for importing subject to packaging rules.

## 5.2 Existing relevant Skills Sets are contextualised to omnichannel logistics

Several existing skills sets cover skills and knowledge required for omnichannel logistics but require contextualisation:

- [AVISS00080 - Remotely Piloted Aircraft Operations in Excluded Category Sub-2 kg Skill Set](#)
- [BSBSS00091 - Capture and Present Big Data Skill Set](#)
- [BSBSS00126 - Contact Centre Skill Set](#)
- [ICTSS00107 - Introductory Help Desk Skill Set](#)
- [ICTSS00120 - Artificial Intelligence Skill Set](#)
- [ICTSS00160 - Cyber Security for Advanced Roles Skill Set](#)
- [TLISS00157 - Road Transport Driver Skill Set](#)
- [TLISS00191 - Establish Digital Supply Chain Skill Set](#)

JSCs should consider sharing these findings to encourage registered training organisations, in partnership with industry, to develop contextualised teaching, learning and assessment materials.

There are no Registered Training Organisations (RTO) listed on [training.gov.au](https://training.gov.au) as being scoped to deliver [TLISS00191 - Establish Digital Supply Chain Skill Set](#). ISA should consider conducting a review to identify barriers to the delivery of this skill set by RTOs as this Skill Set is highly relevant to omnichannel logistics.

## 5.3 Develop Skills Sets for working with automation and Industry 4.0 technologies to support omnichannel logistics

Skills and knowledge for a range of workers to work with automation and Industry 4.0 technologies in omnichannel logistics are critical as the technology enables and underlies the industry. Skill Sets are recommended to be developed to ensure that workers receive targeted training that covers both the wider contextual and operational aspects of the advanced technology in their workplace.

These Skill Sets would be a combination of existing units covering many of the skills needed by workers for omnichannel logistics contextualised to omnichannel logistics work tasks and environments, with some new units developed to cover areas not found by this project.

Skills Sets would focus on:

- Managing integrated online systems for omnichannel logistics (including a new unit on operating and monitoring systems remotely for order fulfillment). This is required to address new roles identified: Omnichannel Fulfillment Officer, Omnichannel Manager, Ecommerce Fulfillment Officer.
- Implement, manage, and use unified inventory management systems. Working with automation and Industry 4.0 technologies in smart warehouses and distribution centres, working with artificial intelligence to analyse data and gain insights.

- Managing and operating reverse logistics across all channels (including new units to develop, manage and operate reverse logistics).

In conclusion, national Training Packages already contain Units of Competency that can be imported into the qualifications that prepare workers for occupations in omnichannel logistics and contextualised to the industry. There are also several existing Skill Sets that are relevant to omnichannel logistics and could also be used in training if contextualised. Some gaps were found that are not covered by any Training Package components such as the use of unified inventory systems, orchestrating and optimising online order fulfillment, using AI to analyse big data from all channels and implementing reverse logistics. Overall, the national Training Packages provide a sound basis for preparing workers for the immense opportunities in omnichannel logistics.

# GLOSSARY

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>AGV</b>               | Automated Guided Vehicles                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>AI</b>                | Artificial Intelligence                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>AQF</b>               | Australian Qualifications Framework                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Big data</b>          | 'Data sets that are too large or complex to be dealt with by traditional data-processing application software' <sup>1</sup> .                                                                                                                                                                                                                                                                                                           |
| <b>Blockchain</b>        | 'A decentralised data network of computers with equal rights. All participants can access all information and add to the database. Every data set represents a single block, each of which cannot be modified.' <sup>2</sup>                                                                                                                                                                                                            |
| <b>Contextualisation</b> | Contextualisation is whereby 'Registered Training Organisations may contextualise units of competency to reflect local skill needs. Contextualisation could involve additions or amendments to the unit of competency to suit particular delivery methods, learner profiles, or specific enterprise requirements. Any contextualisation must ensure the integrity of the outcome of the unit of competency is maintained.' <sup>3</sup> |
| <b>CRM</b>               | Customer Relationship Management                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Cyber security</b>    | 'Measures used to protect the confidentiality, integrity and availability of IT and operational technology systems, applications and data.' <sup>4</sup>                                                                                                                                                                                                                                                                                |
| <b>Dark stores</b>       | A dark shop, also called a dark supermarket or a dotcom centre is a physical retail distribution space or warehouse that exclusively caters to online order fulfilment <sup>5</sup> .                                                                                                                                                                                                                                                   |
| <b>Dropshipping</b>      | A business model where a retailer sells products to customers but places the orders with suppliers who fulfil the orders and ship them directly to customers. The retailer does not hold the stock or fulfil the order themselves.                                                                                                                                                                                                      |
| <b>GPS</b>               | Global Positioning System                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>ICT</b>               | Information and Communication Technology                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>IMS</b>               | Inventory Management System                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Industry 4.0</b>      | The 'fourth industrial revolution' consisting of the digitalisation of technologies Manufacturing industry and processes. Relevant technologies include: 'smart sensors, big data analytics, advanced robotics, Internet of Things. Mobile devices, location detection technologies, advanced human-machine interfaces,                                                                                                                 |

<sup>1</sup> Wikipedia (2024, 27 October). *Big data*. [https://en.wikipedia.org/wiki/Big\\_data](https://en.wikipedia.org/wiki/Big_data)

<sup>2</sup> Freight Connections, DHL Freight. (2023, June, 14). *Blockchain in Logistics: Security and Transparency for the Supply Chain*. <https://dhl-freight-connections.com/en/solutions/blockchain-in-logistics-security-and-transparency-for-the-supply-chain/>

<sup>3</sup> TAE Training and Education Training Package, Companion Volume Implementation Guide (Version 5.0). [https://vetnet.gov.au/Pages/download.aspx?url=https://vetnet.gov.au/Public%20Documents/TAE\\_V5\\_CVIG.pdf](https://vetnet.gov.au/Pages/download.aspx?url=https://vetnet.gov.au/Public%20Documents/TAE_V5_CVIG.pdf) (page 40).

<sup>4</sup> Australian Signals Directorate. (2024, 27 October). *Glossary*. <https://www.cyber.gov.au/learn-basics/view-resources/glossary/c>

<sup>5</sup> Magestore. (2024, 27 October). *Dark stores in retail: Concept, benefits, challenges, strategies 2024*. <https://www.magestore.com/blog/dark-store/>

|                           |                                                                                                                                                                |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | 3D printing, multilevel customer interaction and customer profiling, cloud computing and data visualisation, and virtual and augmented reality' <sup>6</sup> . |
| <b>Internal logistics</b> | The organisation of the flow of information and materials within a given Intralogistics                                                                        |
| <b>IoT</b>                | Internet of Things                                                                                                                                             |
| <b>ISA</b>                | Industry Skills Australia                                                                                                                                      |
| <b>IT</b>                 | Information Technology                                                                                                                                         |
| <b>JSC</b>                | Jobs and Skills Council                                                                                                                                        |
| <b>OMS</b>                | Order Management Systems                                                                                                                                       |
| <b>RFID</b>               | Radio Frequency Identification Device                                                                                                                          |
| <b>RTO</b>                | Registered Training Organisation                                                                                                                               |
| <b>TMS</b>                | Transport Management Systems                                                                                                                                   |
| <b>VET</b>                | Vocational Education and Training                                                                                                                              |
| <b>WMS</b>                | Warehouse Management Systems                                                                                                                                   |

<sup>6</sup> Department of Climate Change, Energy, the Environment and Water. (2024, 27 October). *Industry 4.0*.  
<https://www.energy.gov.au/business/equipment-guides/industry-40>

## Appendix A: Summary of findings and recommendations

|    | Job roles impacted                                                     |          | Omnichannel logistics skills and knowledge                                                                   |                                                                                       |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
|----|------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------|
|    |                                                                        | New role | 1. Assess and plan omnichannel capability and technologies' to Training Packages and job role qualifications | 2. Introduce and support the adoption of integrated systems for omnichannel logistics | 3. Manage inventory across all channels and sites - demand planning, purchasing, replenishment, storage - using real time, accurate data | 4. Orchestrate and optimise order fulfillment across all channels using integrated online systems | 5. Work with automation and Industry 4.0 technologies in warehouses and distribution centres e.g. automated storage and retrieval systems, goods to person station, voice picking, hand held devices, drones, scanning, automated sortation and artificial intelligence | 6. Fulfil online orders from physical stores including for instore pickup or delivery | 7. Provide customer service across all channels | 8. Analyse data from all channels to optimise business processes across all channels | 9. Meet demand for increased last mile delivery and customer service | 10. Support reverse logistics across all channels |
| 1  | Business Analyst                                                       |          | IMPORT                                                                                                       | IMPORT                                                                                |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 | GAP – require development                                                            |                                                                      |                                                   |
| 2  | Customer Experience Manager                                            |          | IMPORT                                                                                                       |                                                                                       | GAP – require development                                                                                                                |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       | IMPORT                                          |                                                                                      |                                                                      |                                                   |
| 3  | Distribution Centre Manager / Transport Manager / Warehouse Manager    |          | IMPORT                                                                                                       | IMPORT                                                                                | GAP – require development                                                                                                                |                                                                                                   | IMPORT                                                                                                                                                                                                                                                                  |                                                                                       |                                                 |                                                                                      | IMPORT                                                               |                                                   |
| 4  | Logistics Coordinator                                                  |          |                                                                                                              | IMPORT                                                                                |                                                                                                                                          | GAP – require development                                                                         |                                                                                                                                                                                                                                                                         | IMPORT                                                                                |                                                 |                                                                                      |                                                                      |                                                   |
| 5  | Supply Chain Analyst                                                   |          | IMPORT                                                                                                       | IMPORT                                                                                |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 | GAP – require development                                                            |                                                                      |                                                   |
| 6  | IT Systems Manager                                                     |          | IMPORT                                                                                                       | IMPORT                                                                                |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 7  | IT Support                                                             |          |                                                                                                              | IMPORT                                                                                |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 8  | Cybersecurity Specialist                                               |          |                                                                                                              | IMPORT                                                                                |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 9  | Data Scientist                                                         |          |                                                                                                              | IMPORT                                                                                |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 10 | Logistics Engineer                                                     |          | IMPORT                                                                                                       |                                                                                       |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 11 | Store Manager                                                          |          | IMPORT                                                                                                       | IMPORT                                                                                | GAP – require development                                                                                                                |                                                                                                   |                                                                                                                                                                                                                                                                         | IMPORT                                                                                |                                                 |                                                                                      | IMPORT                                                               |                                                   |
| 12 | Store Person                                                           |          |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   | IMPORT                                                                                                                                                                                                                                                                  |                                                                                       |                                                 |                                                                                      | IMPORT                                                               |                                                   |
| 13 | Inventory Control Specialist / Inventory Manager / Procurement Manager |          |                                                                                                              |                                                                                       | GAP – require development                                                                                                                |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 14 | Ecommerce Fulfillment Officer / Omnichannel Fulfillment Officer        | Yes      |                                                                                                              |                                                                                       |                                                                                                                                          | GAP – require development                                                                         |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |

People first, for a future-fit supply chain workforce

|    | Job roles impacted                        |          | Omnichannel logistics skills and knowledge                                                                   |                                                                                       |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
|----|-------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------|
|    |                                           | New role | 1. Assess and plan omnichannel capability and technologies' to Training Packages and job role qualifications | 2. Introduce and support the adoption of integrated systems for omnichannel logistics | 3. Manage inventory across all channels and sites - demand planning, purchasing, replenishment, storage - using real time, accurate data | 4. Orchestrate and optimise order fulfillment across all channels using integrated online systems | 5. Work with automation and Industry 4.0 technologies in warehouses and distribution centres e.g. automated storage and retrieval systems, goods to person station, voice picking, hand held devices, drones, scanning, automated sortation and artificial intelligence | 6. Fulfil online orders from physical stores including for instore pickup or delivery | 7. Provide customer service across all channels | 8. Analyse data from all channels to optimise business processes across all channels | 9. Meet demand for increased last mile delivery and customer service | 10. Support reverse logistics across all channels |
| 15 | Omnichannel Manager                       | Yes      |                                                                                                              |                                                                                       |                                                                                                                                          | GAP – require development                                                                         |                                                                                                                                                                                                                                                                         | IMPORT                                                                                |                                                 |                                                                                      | IMPORT                                                               |                                                   |
| 16 | Supply Chain Manager                      |          |                                                                                                              |                                                                                       |                                                                                                                                          | GAP – require development                                                                         |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 17 | Transportation Management System Operator |          |                                                                                                              |                                                                                       |                                                                                                                                          | GAP – require development                                                                         |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      | IMPORT                                                               |                                                   |
| 18 | Warehouse Operator                        |          |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   | IMPORT                                                                                                                                                                                                                                                                  |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 19 | Forklift Driver                           |          |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   | IMPORT                                                                                                                                                                                                                                                                  |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 20 | Picker and Packer                         |          |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   | IMPORT                                                                                                                                                                                                                                                                  |                                                                                       |                                                 |                                                                                      |                                                                      |                                                   |
| 21 | Retail Worker                             |          |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         | IMPORT                                                                                | IMPORT                                          |                                                                                      |                                                                      |                                                   |
| 22 | Delivery Driver                           |          |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      | IMPORT                                                               |                                                   |
| 23 | Customer Service Staff                    |          |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         | IMPORT                                                                                | IMPORT                                          |                                                                                      |                                                                      |                                                   |
| 24 | Sustainability Manager                    | Yes      |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      | IMPORT                                                               |                                                   |
| 25 | Returns Manager                           | Yes      |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      | GAP – require development                         |
| 26 | Returns Specialist                        |          |                                                                                                              |                                                                                       |                                                                                                                                          |                                                                                                   |                                                                                                                                                                                                                                                                         |                                                                                       |                                                 |                                                                                      |                                                                      | GAP – require development                         |

## Appendix B: Mapping tables

**Table 1. (section 4.1)**

Mapping skills and knowledge to 'Assess and plan omnichannel capability and technologies' to Training Packages and job role qualifications

| A. Skills and knowledge unique to omnichannel logistics                                                                                                                                | B. Training Package content for omnichannel logistics                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | C. Job roles impacted                                               | D. Qualifications related to job roles                                                          | Presence of Training Package components for omnichannel logistics (column B) in job role qualifications (column D) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Network planning and analysis of where to establish distribution centres, fulfillment centres, dark stores, physical stores for an optimal fulfillment network. May use digital twins. | <a href="#">ICTSAD502 Model data processes</a><br><a href="#">MEM29012 Access and use a digital twin for operational purposes</a><br><a href="#">TLIL4070 Work effectively in the transport and logistics industry</a><br><a href="#">TLIP0008 Implement and monitor logistics planning and processes</a><br><a href="#">TLIP5004 Develop a transport and logistics business plan</a><br><a href="#">TLIX0011X Establish blockchain in supply chains</a><br><a href="#">TLIX0014X Manage customer focussed supply chain</a> | Business Analyst                                                    | BSB60120 Advanced Diploma of Business<br>BSB60420 Advanced Diploma of Leadership and Management | All absent                                                                                                         |
|                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Customer Experience Manager                                         | BSB30120 Certificate III in Business                                                            | All absent                                                                                                         |
|                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Distribution Centre Manager / Transport Manager / Warehouse Manager | BSB50420 Diploma of Leadership and Management                                                   | All absent                                                                                                         |
|                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | IT Systems Manager                                                  | ICT60220 Advanced Diploma of Information Technology                                             | All absent                                                                                                         |
|                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Logistics Engineer                                                  | TLI50422 Diploma of Materiel Logistics                                                          | All absent                                                                                                         |
|                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Store Manager                                                       | SIR40316 Certificate IV in Retail Management                                                    | All absent                                                                                                         |

People first, for a future-fit supply chain workforce

| A. Skills and knowledge unique to omnichannel logistics                                                              | B. Training Package content for omnichannel logistics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | C. Job roles impacted                                               | D. Qualifications related to job roles                                                          | Presence of Training Package components for omnichannel logistics (column B) in job role qualifications (column D) |
|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                     | SIR50116 Diploma of Retail Leadership                                                           |                                                                                                                    |
|                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Supply Chain Analyst                                                | Tertiary qualifications                                                                         | Not applicable.                                                                                                    |
| Critically assess business and select appropriate technologies or automation for integrated omnichannel fulfillment. | <a href="#">BSBCRT411 - Apply critical thinking to work practices</a><br><a href="#">ICTAUT401 Design business process automation solutions</a><br><a href="#">ICTICT524 - Determine ICT strategies and solutions for organisations</a><br><a href="#">ICTNPL412 - Apply business acumen to network planning</a><br><a href="#">ICTNWK529 Install and manage complex ICT networks</a><br><a href="#">ICTSAS439 - Analyse ICT system capacity and implement enhancements</a><br><a href="#">MEM234009 Design computer-integrated manufacturing systems</a><br><a href="#">MEM29001 Work in Industry 4.0</a><br><a href="#">MSS405065 Develop the application of enterprise control systems in an organisation</a> | Business Analyst                                                    | BSB60120 Advanced Diploma of Business<br>BSB60420 Advanced Diploma of Leadership and Management | All absent                                                                                                         |
|                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Distribution Centre Manager / Transport Manager / Warehouse Manager | BSB50420 Diploma of Leadership and Management                                                   | All absent                                                                                                         |
|                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | IT Systems Manager                                                  | ICT60220 Advanced Diploma of Information Technology                                             | All absent except for ICTNPL412                                                                                    |
|                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Store Manager                                                       | SIR40316 Certificate IV in Retail Management<br>SIR50116 Diploma of Retail Leadership           | All absent                                                                                                         |

| A. Skills and knowledge unique to omnichannel logistics | B. Training Package content for omnichannel logistics                                                                                             | C. Job roles impacted | D. Qualifications related to job roles | Presence of Training Package components for omnichannel logistics (column B) in job role qualifications (column D) |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|                                                         | <a href="#">TLIX0009X Employ digital supply chain risk management practices</a><br><a href="#">TLIX0010X Enable traceability in supply chains</a> |                       |                                        |                                                                                                                    |

**Table 2. (section 4.2)**

Mapping skills and knowledge to 'Introduce and support the adoption of integrated systems for omnichannel logistics' to Training Packages and job role qualifications

| A. Skills and knowledge unique to omnichannel logistics                                 | B. Training Package content for omnichannel logistics                                                                                                                                                                                                                                                                                                                                          | C. Job roles impacted                               | D. Qualifications related to job roles                                                          | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Introduce and support the adoption of integrated systems for omnichannel logistics      |                                                                                                                                                                                                                                                                                                                                                                                                |                                                     |                                                                                                 |                                                                                                                    |
| Change management as new technology and business processes are developed or introduced. | <a href="#">BSBLDR601 Lead and manage organisational change</a><br><a href="#">BSBLDR811 Lead strategic transformation</a><br><a href="#">BSBTEC403 Apply digital solutions to work processes</a><br><a href="#">ICTICT520 Confirm transition strategy for new systems</a><br><a href="#">PSPMGT003 Manage change</a><br><a href="#">TLISS00191 - Establish Digital Supply Chain Skill Set</a> | Business Analyst                                    | BSB60120 Advanced Diploma of Business<br>BSB60420 Advanced Diploma of Leadership and Management | All absent except for BSBLDR601                                                                                    |
|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                | Distribution Centre / Transport / Warehouse Manager | BSB50420 Diploma of Leadership and Management                                                   | All absent                                                                                                         |
|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                | Store Manager                                       | SIR40316 Certificate IV in Retail Management<br>SIR50116 Diploma of Retail Leadership           | All absent                                                                                                         |
| Integrate digital                                                                       | <a href="#">BSBESB406 Establish operational strategies and procedures for new business ventures</a>                                                                                                                                                                                                                                                                                            | Business Analyst                                    | BSB60120 Advanced Diploma of Business                                                           | All absent except for ICTNWK529                                                                                    |

| A. Skills and knowledge unique to omnichannel logistics                                                   | B. Training Package content for omnichannel logistics                                                                                                                                                                                                                                                                                                                                                                                                         | C. Job roles impacted                               | D. Qualifications related to job roles                                                                  | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| systems for inventory, sales, orders and purchasing, delivery, transport and returns across all channels. | <a href="#">ICTNWK529 Install and manage complex ICT networks</a><br><a href="#">ICTSAS521 Perform integration tests</a><br><a href="#">ICTTEN521 Integrate network systems and equipment</a><br><a href="#">ICTTEN821 Manage solution architecture and impacts</a><br><a href="#">MEM07040 Set multistage integrated processes</a><br><a href="#">MEM29002 Commission a cyber-physical system</a><br><a href="#">PSPMGT008 Formulate business strategies</a> |                                                     | BSB60420 Advanced Diploma of Leadership and Management                                                  |                                                                                                                    |
|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Distribution Centre / Transport / Warehouse Manager | BSB50420 Diploma of Leadership and Management                                                           | All absent except for ICTNWK529                                                                                    |
|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                               | IT Systems Manager                                  | ICT60220 Advanced Diploma of Information Technology                                                     | All absent except for ICTNWK529, ICTTEN821                                                                         |
|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                               | IT Support                                          | ICT30120 Certificate III in Information Technology<br>ICT40120 Certificate IV in Information Technology | All absent except for ICTNWK529, ICTTEN821, ICTSAS521                                                              |
|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Store Manager                                       | SIR40316 Certificate IV in Retail Management<br>SIR50116 Diploma of Retail Leadership                   | All absent except for ICTNWK529                                                                                    |
|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Logistics Coordinator                               | TLI40324 Certificate IV in Supply Chain Operations                                                      | All absent                                                                                                         |

| A. Skills and knowledge unique to omnichannel logistics                             | B. Training Package content for omnichannel logistics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | C. Job roles impacted    | D. Qualifications related to job roles                                                                                                                | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Supply Chain Analyst     | Tertiary qualifications                                                                                                                               | Not applicable.                                                                                                    |
| IT support for integrated systems across multiple channels including cybersecurity. | <a href="#">CPPSEC5006 Develop strategies to implement advanced technology security systems</a><br><a href="#">ICTAUT501 Manage robotic process automation</a><br><a href="#">ICTCLD502 - Design and implement highly-available cloud infrastructure</a><br><a href="#">ICTICT316 Implement new technology</a><br><a href="#">ICTNWK539 - Design and implement integrated server solutions</a><br><a href="#">ICTSAD510 Manage risks when implementing new technologies</a><br><a href="#">ICTSAS439 - Analyse ICT system capacity and implement enhancements</a><br><a href="#">MEM07039 Write programs for industrial robots</a><br><a href="#">MEM29009 Prepare, configure and test collaborative robots for industrial operations</a> | IT Support               | ICT30120 Certificate III in Information Technology<br>ICT40120 Certificate IV in Information Technology<br>ICT50220 Diploma of Information Technology | All present except for CPPSEC5006, MEM07039, MEM29009                                                              |
|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Cybersecurity Specialist | Tertiary qualification                                                                                                                                | All absent                                                                                                         |
|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Data Scientist           | Tertiary qualification                                                                                                                                | All absent                                                                                                         |

| A. Skills and knowledge unique to omnichannel logistics | B. Training Package content for omnichannel logistics                                                                                   | C. Job roles impacted | D. Qualifications related to job roles | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|                                                         | <a href="#">ICTSS00107 - Introductory Help Desk Skill Set</a><br><a href="#">ICTSS00160 Cyber Security for Advanced Roles Skill Set</a> |                       |                                        |                                                                                                                    |

**Table 3. (section 4.3.1)**

Mapping skills and knowledge to 'Manage inventory across all channels' to Training Packages and job role qualifications

| A. Skills and knowledge unique to omnichannel logistics                                                                                            | B. Training Package content for omnichannel logistics                                                                                                                                                                                                                                                                                                                                                                                            | C. Job roles impacted                            | D. Qualifications related to job roles                                                                    | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Manage inventory across all channels and sites - demand planning, purchasing, replenishment, purchasing, storage - using real time, accurate data. | <a href="#">MEM11015 Manage warehouse inventory system</a><br><a href="#">MEM29001 Work in Industry 4.0</a><br><a href="#">TLIP0011 Monitor warehouse operations</a><br><a href="#">TLIX0004X Administer inventory systems</a><br><a href="#">TLIX0013X Maintain stock control and receivables</a><br><a href="#">TLIX0014X Manage customer focussed supply chain</a><br><a href="#">TLIX0015X - Manage fundamental aspects of supply chains</a> | Customer Experience Manager                      | BSB30120 Certificate III in Business                                                                      | All absent except for TLIX0014X                                                                                    |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Inventory Control Specialist / Inventory Manager | TLI30321 Certificate III in Supply Chain Operations<br>TLI40324 Certificate IV in Supply Chain Operations | All present except for MEM11015<br>MEM29001<br>TLIX0014X                                                           |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Procurement Manager                              | BSB40120 Certificate IV in Business                                                                       | All absent                                                                                                         |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Warehouse Manager                                | BSB50420 Diploma of Leadership and Management                                                             | All absent except for MEM2900,<br>TLIX0014X                                                                        |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Store Manager                                    | SIR40316 Certificate IV in Retail Management<br>SIR50116 Diploma of Retail Leadership                     |                                                                                                                    |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Demand Planner                                   | Tertiary qualifications                                                                                   | Not applicable.                                                                                                    |

**Table 4. (section 4.3.2)**

Mapping skills and knowledge to 'Orchestrate and optimise order fulfillment across all channels' to Training Packages and job role qualifications

| A. Skills and knowledge unique to omnichannel logistics                                         | B. Training Package content for omnichannel logistics                                                                                                                                                                                                                                                                                                                 | C. Job roles impacted                                           | D. Qualifications related to job roles             | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Orchestrate and optimise order fulfillment across all channels using integrated online systems. | <a href="#">AMPMGT809 Analyse data for business decision making</a><br><a href="#">MEM29001 Work in Industry 4.0</a><br><a href="#">MSS405056 Use three or six sigma processes to determine and improve process capability</a><br><a href="#">TLIL0001 Apply effective staff and resource allocation</a><br><a href="#">TLIP0010 Monitor a supply chain operation</a> | Logistics Coordinator                                           | TLI40324 Certificate IV in Supply Chain Operations | All absent except for TLIL0001, TLIP0010                                                                           |
|                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                       | Ecommerce Fulfillment Officer / Omnichannel Fulfillment Officer | New role                                           | To be developed                                                                                                    |
|                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                       | Omnichannel Manager                                             | New role                                           | To be developed                                                                                                    |
|                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                       | Supply Chain Manager                                            | TLI50224 Diploma of Logistics                      | All absent                                                                                                         |
|                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                       | Transportation Management System Operator                       | New role                                           | To be developed                                                                                                    |

**Table 5. (section 4.3.3)**

Mapping skills and knowledge to 'Work with automation and Industry 4.0 technologies in warehouses and distribution centres' to Training Packages and job role qualifications

| Skills and knowledge unique to omnichannel logistics                                                                                                                                                                           | Training Package curriculum for omnichannel logistics                                                     | Job roles impacted                                  | Qualifications related to job roles                 | Presence of Training Package curriculum for omnichannel logistics in job role qualifications |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------------------------|
| Work with automation and Industry 4.0 technologies in warehouses and distribution centres e.g. automated storage and retrieval systems, goods to person station, voice picking, hand held devices, drones, scanning, automated | <a href="#">AMPMT809 Analyse data for business decision making</a>                                        | Forklift Driver                                     | TLI20421 Certificate II in Supply Chain Operations  | All absent                                                                                   |
|                                                                                                                                                                                                                                | <a href="#">BSBCMM211 Apply communication skills</a>                                                      |                                                     | TLI21221 Certificate II in Driving Operations       |                                                                                              |
|                                                                                                                                                                                                                                | <a href="#">BSBSTR301 Contribute to continuous improvement</a>                                            |                                                     |                                                     |                                                                                              |
|                                                                                                                                                                                                                                | <a href="#">BSBXTW301 Work in a team</a>                                                                  |                                                     |                                                     |                                                                                              |
|                                                                                                                                                                                                                                | <a href="#">FBPBPG3008 Operate an automated carton packing process</a>                                    | Picker and Packer, Store Person, Warehouse Operator | TLI20421 Certificate II in Supply Chain Operations  | All absent                                                                                   |
|                                                                                                                                                                                                                                | <a href="#">FBPBPG3009 Operate an automated palletising process</a>                                       |                                                     |                                                     |                                                                                              |
|                                                                                                                                                                                                                                | <a href="#">FBPOPR3019 Operate and monitor interrelated processes in a production or packaging system</a> | Store Person, Warehouse Operator                    | TLI11321 Certificate I in Supply Chain Operations   | All absent                                                                                   |
|                                                                                                                                                                                                                                | <a href="#">FSKDIG001 Use digital technology for short and basic workplace tasks</a>                      |                                                     |                                                     |                                                                                              |
|                                                                                                                                                                                                                                | <a href="#">ICPPRN2850 Use digital workflow</a>                                                           | Warehouse Operator                                  | TLI30321 Certificate III in Supply Chain Operations | All absent except for TLIW3006                                                               |
|                                                                                                                                                                                                                                | <a href="#">ICTAIL502 Train and evaluate machine learning models</a>                                      |                                                     |                                                     |                                                                                              |

| Skills and knowledge unique to omnichannel logistics | Training Package curriculum for omnichannel logistics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Job roles impacted | Qualifications related to job roles           | Presence of Training Package curriculum for omnichannel logistics in job role qualifications |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------------------|----------------------------------------------------------------------------------------------|
| sortation and artificial intelligence.               | <a href="#">ICTDSN403 Apply innovative thinking and practices in digital environments</a><br><a href="#">MEM11020 Perform advanced warehouse computer operations</a><br><a href="#">MEM29001 Work in Industry 4.0</a><br><a href="#">TLIB0006 Prepare and monitor automated operations</a><br><a href="#">TLIK0004 Apply knowledge of automated workplace fundamentals</a><br><a href="#">TLIP0011 Monitor warehouse operations</a><br><a href="#">TLIW3006 Operate computerised mail and parcels sorting equipment</a><br><a href="#">TLIX0010X Enable traceability in supply chains</a><br><a href="#">AVISS00080 - Remotely Piloted Aircraft Operations in Excluded Category Sub-2 kg Skill Set</a><br><a href="#">ICTSS00120 Artificial Intelligence Skill Set</a> | Warehouse Manager  | BSB50420 Diploma of Leadership and Management | All absent except for MEM29001, TLIP0011                                                     |

**Table 6. (section 4.3.4)**

Mapping skills and knowledge to 'Fulfil online orders from physical stores' to Training Packages and job role qualifications

| A. Skills and knowledge unique to omnichannel logistics                             | B. Training Package curriculum for omnichannel logistics                                                                                                          | C. Job roles impacted                 | D. Qualifications related to job roles                                                | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Fulfil online orders from physical stores including for instore pickup or delivery. | <a href="#">TLIA0015 Organise receival and despatch operations</a><br><a href="#">TLIA0019 Despatch stock</a><br><a href="#">TLIA0022 Pick and process orders</a> | Customer Service Staff, Retail Worker | BSB30120 Certificate III in Business<br>SIR30216 Certificate III in Retail            | All absent                                                                                                         |
|                                                                                     |                                                                                                                                                                   | Logistics Coordinator                 | TLI40324 Certificate IV in Supply Chain Operations                                    | All absent                                                                                                         |
|                                                                                     |                                                                                                                                                                   | Store Manager                         | SIR40316 Certificate IV in Retail Management<br>SIR50116 Diploma of Retail Leadership | All absent                                                                                                         |
|                                                                                     |                                                                                                                                                                   | Omnichannel Manager                   | New role                                                                              | To be developed                                                                                                    |

**Table 7. (section 4.3.5)**

Mapping skills and knowledge to 'Provide customer service across all channels' to Training Packages and job role qualifications

| A. Skills and knowledge unique to omnichannel logistics | B. Training Package curriculum for omnichannel logistics                                                                                                                                                                                                                                                                                                                                                                                                                                    | C. Job roles impacted                                  | D. Qualifications related to job roles                                           | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Provide customer service across all channels.           | <a href="#">BSBOPS304 Deliver and monitor a service to customers</a><br><a href="#">MEM16003 Provide advanced customer service</a><br><a href="#">SIRXCEG006 Provide online customer service</a><br><a href="#">SIRXCOM001 Communicate in the workplace to support team and customer outcomes</a><br><a href="#">TLII4001 Coordinate quality customer service</a><br><a href="#">TLIX0014X Manage customer focussed supply chain</a><br><a href="#">BSBSS00126 Contact Centre Skill Set</a> | Customer Service Staff, Retail Worker                  | SIR20216 Certificate II in Retail Services<br>SIR30216 Certificate III in Retail | All absent except for SIRXCEG006, SIRXCOM001                                                                       |
|                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Customer Service Staff,<br>Customer Experience Manager | BSB30120 Certificate III in Business                                             | All absent except for BSBOPS304, SIRXCEG006                                                                        |

**Table 8. (section 4.3.6)**

Mapping skills and knowledge to 'Analyse data from all channels' to Training Packages and job role qualifications

| A. Skills and knowledge unique to omnichannel logistics                                                                                                      | B. Training Package curriculum for omnichannel logistics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | C. Job roles impacted | D. Qualifications related to job roles                                                          | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Analyse data from all channels to optimise business processes across all channels – involving big data, real-time data integration and predictive modelling. | <a href="#">BSBDAT501 Analyse data</a><br><a href="#">FNSACC521 Provide financial and business performance information</a><br><a href="#">ICTDAT601 Develop data integration strategies</a><br><a href="#">ICTSAD501 Model data objects</a><br><a href="#">ICTSAD502 Model data processes</a><br><a href="#">MEM29012 Access and use a digital twin for operational purposes</a><br><a href="#">TLIX0015X Manage fundamental aspects of supply chains</a><br><a href="#">TLIX0019X Monitor digital supply chain services</a><br><a href="#">BSBSS00091 Capture and Present Big Data Skill Set</a> | Business Analyst      | BSB60120 Advanced Diploma of Business<br>BSB60420 Advanced Diploma of Leadership and Management | All absent except for ICTSAD502, MEM29012                                                                          |
|                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Supply Chain Analyst  | Tertiary qualifications                                                                         | Not applicable.                                                                                                    |

**Table 9. (section 4.4)**

Mapping skills and knowledge to 'Meet demand for increased last mile delivery and customer service' to Training Packages and job role qualifications

| A. Skills and knowledge unique to omnichannel logistics                                                                                                                       | B. Training Package curriculum for omnichannel logistics                                                                                                                                                                                                                                                              | C. Job roles impacted                                | D. Qualifications related to job roles                                                          | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Meet demand for increased last mile delivery and customer service                                                                                                             |                                                                                                                                                                                                                                                                                                                       |                                                      |                                                                                                 |                                                                                                                    |
| Use integrated, online transport management systems to identify and optimise sustainability of transport operations e.g. route optimisation, carbon emissions, load planning. | <a href="#">TLIL5019 Implement and monitor transport logistics</a><br><a href="#">TLIP0008 Implement and monitor logistics planning and processes</a><br><a href="#">TLIU3011 Implement and monitor environmentally sustainable work practices</a><br><a href="#">TLIX0019X Monitor digital supply chain services</a> | Sustainability Manager                               | BSB40120 Certificate IV in Business                                                             | All absent                                                                                                         |
|                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                       | Transport Manager                                    | BSB50420 Diploma of Leadership and Management                                                   | All absent except for TLIP0008                                                                                     |
|                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                       | Transportation Management System Maintenance Manager | Tertiary qualifications                                                                         | Not applicable.                                                                                                    |
| Last mile delivery planning, management and coordination - more                                                                                                               | <a href="#">TLIF4066 Implement and supervise transport regulations compliance systems</a><br><a href="#">TLIH0001 Apply efficient journey planning principles</a>                                                                                                                                                     | Delivery Driver                                      | TLI21221 Certificate II in Driving Operations<br>TLI31222 Certificate III in Driving Operations | All absent except for TLIF4066                                                                                     |

| A. Skills and knowledge unique to omnichannel logistics                                                                                                                                         | B. Training Package curriculum for omnichannel logistics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | C. Job roles impacted                     | D. Qualifications related to job roles                                                                  | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| drivers, locations, third party contractors                                                                                                                                                     | <a href="#">TLIX0016X Manage outsourced supply chain operations</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Transport Manager                         | BSB50420 Diploma of Leadership and Management                                                           |                                                                                                                    |
| Last mile delivery: safely and efficiently pick up goods from a range of business locations sites including physical stores and deliver to a range of locations including residential addresses | <a href="#">TLIF0009 Ensure the safety of transport activities (Chain of Responsibility)</a><br><a href="#">TLIF0080 - Implement and monitor the safety duties of transport activities (Chain of Responsibility)</a><br><a href="#">TLIF4066 Implement and supervise transport regulations compliance systems</a><br><a href="#">TLIH0003 Prioritise courier delivery operations</a><br><a href="#">TLIH0006 Plan and navigate routes</a><br><a href="#">TLIL2060 Complete induction to the transport industry</a><br><a href="#">TLISS00157 Road Transport Driver Skill Set</a> | Delivery Driver                           | TLI21221 Certificate II in Driving Operations                                                           | All <b>present</b> except TLIF4066                                                                                 |
|                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Omnichannel Manager                       | New role                                                                                                | To be developed                                                                                                    |
|                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Store Manager                             | SIR40316 Certificate IV in Retail Management<br>SIR50116 Diploma of Retail Leadership                   | All absent                                                                                                         |
|                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Store Person                              | TLI11321 Certificate I in Supply Chain Operations<br>TLI20421 Certificate II in Supply Chain Operations | All absent except TLIF0009, TLIH0003                                                                               |
|                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Transportation Management System Operator | New role                                                                                                | To be developed                                                                                                    |
| Last mile delivery customer service including problem                                                                                                                                           | <a href="#">SIRXCEG004 Create a customer-centric culture</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Customer Experience Manager               | BSB30120 Certificate III in Business                                                                    | All absent                                                                                                         |

| A. Skills and knowledge unique to omnichannel logistics | B. Training Package curriculum for omnichannel logistics                                                                                              | C. Job roles impacted | D. Qualifications related to job roles         | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| solving and risk management.                            | <a href="#">TLIF4066 Implement and supervise transport regulations compliance systems</a><br><a href="#">TLII0005 - Apply customer service skills</a> | Delivery Driver       | TLI21221 Certificate II in Driving Operations  | All present except for SIRXCEG004                                                                                  |
|                                                         |                                                                                                                                                       | Delivery Driver       | TLI31222 Certificate III in Driving Operations | All absent except for TLII0005                                                                                     |
|                                                         |                                                                                                                                                       | Transport Manager     | BSB50420 Diploma of Leadership and Management  | All absent                                                                                                         |

**Table 10. (section 4.5)**

Mapping skills and knowledge to 'Manage returns and support reverse logistics across all channels' to Training Packages and job role qualifications

| A. Skills and knowledge unique to omnichannel logistics                                                 | B. Training Package curriculum for omnichannel logistics        | C. Job roles impacted | D. Qualifications related to job roles | Presence of Training Package curriculum for omnichannel logistics (column B) in job role qualifications (column D) |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Support reverse logistics across all channels                                                           |                                                                 |                       |                                        |                                                                                                                    |
| Manage returns and support reverse logistics across all channels ensuring seamless customer experience. | <a href="#">TLIX0014X Manage customer focussed supply chain</a> | Returns Manager       | New role                               | To be developed                                                                                                    |
|                                                                                                         |                                                                 | Returns Specialist    | New role                               | To be developed                                                                                                    |