

Welcome to the eighteenth lesson of the DoD Supply Chain Fundamentals module, SCOR People Section (Detail).

In this lesson you will learn to recognize the characteristics of the SCOR People Section.

You will be given an opportunity to test out of this lesson. If you pass the test question, you can decide to continue, or skip to the next lesson.

Which of the following is an element from the People section of SCOR®?

- A Knowledge
- B Personal Characteristics
- C Skill
- D Ability

Feedback:

The correct answer is "Skill".

You can use the People section to identify the right Skill, Experience, Aptitude, and Training (SEAT), needed in your supply chain for hiring or reassigning workers. You can compare the identified training and experience that is required with those of your employees in existing supply chain positions to pinpoint any gaps and need for additional training and/or job experience. You can compare your own associated SEAT with that required in a specific supply chain position.

Learning Objective

- Recognize characteristics of SCOR People section.

There was an earlier lesson that briefly described the SCOR® People section. This lesson goes into greater detail.

While reading about the People section, you'll be reminded of how the supply chain is broken down into process types (level 1), categories (level 2), and elements (level 3). You'll recall there are performance metrics associated with each of these. This section explains that the people assigned to manage the performance metrics for these processes should have complementary levels of skill, experience, aptitude, and training (SEAT), to be successful. Perhaps you'll relate the lesson content to training you've had in human resource management.

The People section of SCOR® introduces standards for managing talent in the supply chain. This skills management framework within SCOR® complements process reference, metrics reference, and practice reference components with an integrated view of supply chain skills in four areas:

- **Baseline skills necessary for the overall process area (e.g., Sourcing, or Planning) and for the individual process**
- **Critical skills that differentiate leaders in a particular process area from those who only perform at a baseline level**
- **Performance measures through SCOR® metrics that relate to continuous assessment of job performance in each process area**
- **Credentialing of supply chain skills, including training or certification programs, related to the specific process areas that tend to indicate superior job performance.**

The key elements of the People section are Skills, Experiences, Aptitudes and Training:

- **Skill is the capacity to deliver pre-determined results with minimal input of time and energy. Skills are further defined by Experiences, Aptitudes, Trainings and Competency levels. Examples of supply chain skills include: Master Scheduling, Import/Export Regulations, Production Planning, Risk Mitigation.**
- **Experience is the knowledge or ability acquired by observation or active participation. Experience is obtained by doing the work in a real life environment and undergoing different situations that require different actions. Example experiences include: Cycle Counting, Cross Docking, and Hazardous Materials Handling.**
- **Aptitude is a natural, acquired, learned or developed ability to perform a certain kind of work at a certain level. Example aptitudes include: accuracy, analytical, and natural leadership.**
- **Training develops a skill or type of behavior through instruction. Examples of training are SCOR-S® certification, APICS CPIM certification, and on-the-job training.**

Competency level describes the level or state of qualification to perform a certain role or tasks. However, competency level is not included in the framework descriptions.

SCOR® recognizes five commonly accepted competency levels:

- **Novice**: Untrained beginner, no experience, requires and follows detailed documentation to be able to perform the work.
- **Beginner**: Performs the work, with limited situational perception.
- **Competent**: Understands the work and can determine priorities to reach goals.
- **Proficient**: Oversees all aspects of the work and can prioritize based on situational aspects.
- **Expert**: Intuitive understanding. Experts can apply experience patterns to new situations.

Codification within the People section consists of coding of the Skills as well as the Aptitudes, Experiences and Trainings that define the Skills.

All People elements start with a capital letter H followed by a capital letter representing the element: S for Skills, A for Aptitudes, E for Experiences and T for Trainings. These are followed by a period and a digit number.

For example HS.0010 is the code for Basic Finance skill, HT.0039 is the code for CTPAT training.

Note: The number in the ID – for example the 0018 in HA.0018 – does NOT indicate any kind of priority, importance, or other meaning. It is a unique identifier.

Partial example from People section:

HS.0069**Logistics Management**

The process for planning, implementing, and controlling the efficient, effective, forward, and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements and thus add value for the customer.

Aptitudes

HA.0002 Accurate

HA.0004 Analytical

HA.0011 Collaborative

HA.0014 Computer Literate

Partial example from People section (continued):

HS.0069 Logistics Management (continued)

Experiences

HE.0002 Accounting

HE.0009 Bar Coding/RFID

HE.0017 Business Rules/Regulatory Policy/Company Return Policy

Trainings

HT.0003 Advanced Negotiations/Collaborative Planning

HT.0005 Agreement construct/Legal requirements

HT.0006 APICS CPIM

Partial example from People section (continued):

HS.0069 Logistics Management (continued)

Processes

sP5.4 Establish and Communicate Return Plans

sEP.7 Manage Planning Configuration

sEP.9 Manage Supply Chain Plan Risk

sS1.1 Schedule Product Deliveries

sS1.2 Receive Product

sS1.4 Transfer Product

Use the acronym, "SEAT," to recall the key elements:

- Skill
- Experience
- Aptitude
- Training

The important characteristics of the Competencies

- Novice – untrained
- Beginner – performs with limited perception
- Competent – understands the work
- Proficient – can prioritize
- Expert – applies experience patterns

Which of the following SCOR® People Section competency descriptions characterizes the "competent" level?

- A Understands the work and can determine priorities to reach goals. >
- B Oversees all aspects of the work and can prioritize. >
- C Applies experience patterns to new situations. >
- D Requires and follows detailed documentation to be able to perform the work. >

Feedback:

The correct answer is, "Understands the work and can determine priorities to reach goals."

You have completed the learning portion of the SCOR People Section (Detail) lesson. Next you will be given three attempts to demonstrate mastery of the learning objective.

If you fail all three attempts, you can still progress to the remaining lessons and graduate; however, you are encouraged to restudy the lesson to increase your understanding of the content.

Which of the following is an element of the SCOR® People Section characterized by "the capacity to deliver pre-determined results with minimal input of time and energy?"

- A Experience
- B Aptitude
- C Skill
- D Competency

Feedback:

The correct answer is, "Skill."

Which of the following is an element of the SCOR® People Section characterized by "...knowledge or ability acquired by observation or active participation?"

- A Experience
- B Skill
- C Aptitude
- D Competency

Feedback:

The correct answer is, "Experience."

Which of the following SCOR® People Section competency descriptions characterizes the "beginner" level?

- A Performs the work, with limited situational perception. >
- B Understands the work and can determine priorities to reach goals. >
- C Oversees all aspects of the work and can prioritize based on situational aspects. >
- D Requires and follows detailed documentation to be able to perform the work. >

Feedback:

The correct answer is, "Performs the work, with limited situational perception." This was your third and final attempt, but you will be allowed to progress to other lessons and graduate. [Review This Lesson](#)

In this lesson, you became familiar with the SCOR® People section and the standards for managing talent in the supply chain. The key elements of the People section, Skills, Experiences, Aptitudes, and Training, are components of this skills management framework. In the next lesson, you will learn about SCOR® level two process categories. There are multiple level two processes that break out from each level one type.

Can you recall from a previous lesson which of the following is a characteristic of Regionalized Procurement Representatives?

- A Focused on creating process "flow" through the reduction of waste. >
- B Positioned in local markets to support corporate/procurement goals. >
- C Considered a "guideline" for trading partner collaboration. >
- D Tasked with measuring actual supplier performance against internal and/or external standards. >

Feedback:

The answer is "Positioned in local markets to support corporate/procurement goals."

You have completed the content for this lesson.

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