



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement



Introduction to the Canadian Supply Chain

Planning, engineering, procuring, handling and managing of the movement of goods and services across Canada and around the world

What is the Canadian Supply Chain Sector Council?

- CSCSC delivers a range of products and services designed to enhance excellence in the chain's ability to recruit, retain, and train
- One of 30+ organizations that are part of the HRSDC-funded Sector Council program
- Different from trade and professional associations, the Council's primary focus is on increasing capacity and competence of the human resources of the supply chain sector



Sector Study

- Through funding provided by the Sector Council Program, the CLSC undertook a comprehensive study of the supply chain sector, completed in the fall of 2005.
- A steering committee, comprising industry, academic and government representatives, led the project. Deloitte Consulting, based in Ottawa, Ont., conducted the study.



CSCSC Background

- The Council has operated for just under 5 years, with a focus on implementing activities designed to address issues outlined in the Sector Study completed in October 2005
- Five strategic or key results areas:
 - Sector governance;
 - Training and development/education;
 - Marketing the sector and the “profession”;
 - Policy implications for governments; and
 - Human resources processes and practices.



Key Stakeholders

- **APICS – The Association for Operations Management ACCC**
- **CIFFA – Canadian International Freight Forwarders**
- **CITT – Canadian Institute of Traffic and Transportation**
- **CPPC - Canadian Public Procurement Council**
- **HSCN – Healthcare Supply Chain Network**
- **IWLA – International Warehouse and Logistics Association**
- **PMAC – Purchasing Management Association of Canada**
- **SCL – Supply Chain & Logistics Association Canada**

- **Federal, Provincial, Territorial, Aboriginal and Municipal Governments**
- **Learning System Providers**
- **Private Sector Employers**

Sector Profile

Over 745,000 employees in seven sub-sectors:

- Logistics Management
- Logistics Information Systems
- Warehousing
- Transportation
- Inventory and Material Control
- Purchasing
- Marketing and sales




What are the Occupations of Supply Chain?

Operational: Storekeepers, parts clerks, long shore workers, shippers and receivers, drivers and equipment operators, material handlers, packagers

Tactical: Manufacturing and industrial engineering technologists/technicians, database analysts, web developers, transportation route and crew schedulers, brokers, dispatchers, purchasing agents/officers, buyers in retail and wholesale

Managerial: Supervisors and managers of teams and organizations in a wide variety of applications, from operations of facilities to supervision of systems



Top Business Drivers

Business Driver	Currently A Business Driver	Anticipated Business Driver
Global Security	49%	39%
International Trade	53%	37%
International Competition	45%	35%
Border-Crossing Requirements	64%	40%

Areas of Technology Deployment

	Currently Use	Consider Using	Currently Have Skills
Demand Resource Planning	38%	20%	9%
Materials Resource Planning	39%	16%	8%
Warehouse Management Systems	55%	20%	12%
Transportation Management Systems	38%	25%	9%
Advanced Planning and Scheduling	33%	19%	6%
Customer Management Systems	33%	26%	12%
Inventory Management	68%	11%	11%
Supplier Relationships Management	29%	27%	9%
Other	2%	0%	1%

Impacts of Technology

- Less face-to-face communication;
- Increased workload with fewer staff and decreased timelines;
- Faster response demands and pace of work (e.g., just-in-time, lead times);
- Process development (e.g., change/simplification);
- More paperless information and enabling process and record keeping;
- Automation of tasks and processes; and
- Online transactions, decision-making and approvals.

Interaction among Parties

- Development of business relations and partnerships with third parties
- Creation of a virtual network, gathering manufacturer, sub-contractors, suppliers, carriers, distributors and logistics providers



Top Skills Requirements

- Communications and Analytical;
- Technology Use;
- Interpersonal ; and
- Customer Service.



Top Five Skills and Knowledge Requirements by Sub-functions and Occupation Category

Skill	Senior Mgmt	Logistics IS	Warehousing	Transportation	Inventory/ Material Control	Customer Service	Purchasing
Communication	✓	✓	✓	✓	✓	✓	✓
Technology		✓	✓	T/O	✓	T/O	T/O
Mechanical			O	O			
Customer Relations	✓			✓	O	✓	✓
Analytical	✓	✓	✓	✓	✓	✓	✓
Negotiation	✓						✓
Interpersonal	✓		M/T	M	M	M/T	
Time Management		✓					
Operational Planning							
Financial					M		M
International Business							
Optimization of Workflow		T	T				
Transportation Systems				M/T			
Law and Regulations							
Logistics Function			O				

Current Skills/Knowledge 1 of 2

Skills	Much More Needed	More Needed	No More Needed	N/A
International Business	17.6	38.4	18.4	25.7
Laws & Regulations	14.9	46.0	28.2	10.9
Logistics & Supply Chain	12.1	44.2	39.2	4.5
Cost Analysis	10.4	37.1	28.3	24.1
Financial Planning	9.3	36.1	28.2	26.4
Forecasting	8.6	34.0	33.7	23.8
Transportation System	7.6	37.3	44.4	10.7
Optimization of Workflow	7.4	39.1	37.9	15.6
Documentation & Analysis	6.9	37.9	43.8	11.5
Negotiation	5.9	34.4	51.0	8.6
Operational Planning	5.4	31.0	42.8	20.9

Source: Employee Survey

Current Skills/Knowledge 2 of 2

Skills	Much More Needed	More Needed	No More Needed	N/A
Mechanical	5.2	16.5	25.2	53.1
People Management	4.6	38.4	46.4	10.3
Time Management	3.5	30.9	62.3	3.4
Communication	2.8	18.7	77.4	1.1
Technology	2.8	37.0	58.3	1.9
Interpersonal	2.8	28.7	65.8	2.7
Customer Relations	2.3	17.8	74.3	5.7
Analytical	2.3	20.1	75.9	1.8
Math	2.1	12.2	84.0	1.6
Decision Making	1.9	20.6	75.9	1.9
Reading	1.5	8.9	88.5	1.2

Skills/Knowledge Needed in 5 Years 1 of 2

Skills	Much More Needed	More Needed	Same	Less Needed	Much Less Needed	N/A
Financial Planning	20.2	16.0	35.9	25.3	1.0	1.7
Cost Analysis	19.2	18.9	34.4	24.8	1.1	1.5
International Business	19.0	23.7	37.1	17.2	1.2	1.8
Forecasting	18.2	17.7	36.9	24.5	1.1	1.7
Operational Planning	15.5	17.0	36.4	28.5	1.2	1.4
Mechanical	14.9	13.9	22.2	43.6	1.2	3.8
Optimization of Workflow	10.7	18.0	41.5	27.4	1.5	1.0
Knowledge of Transportation	10.0	18.3	39.6	29.9	1.0	1.2
Knowledge of Laws	9.5	23.4	43.3	22.1	1.0	0.7
Project Management	9.1	19.9	43.2	26.3	0.6	1.0
Negotiation	8.8	20.6	38.2	30.2	1.7	0.8

Skills/Knowledge Needed in 5 Years 2 of 2

Skills	Much More Needed	More Needed	Same	Less Needed	Much Less Needed	N/A
Process Analysis	8.3	17.4	38.5	34.3	1.2	0.3
People Management	6.6	18.9	39.4	33.9	0.6	0.7
Knowledge of Logistics	5.5	24.8	45.6	23.0	0.4	0.7
Customer Relations	3.3	16.8	39.6	39.4	0.5	0.4
Time Management	2.9	20.7	46.1	29.8	0.4	0.1
Interpersonal	2.5	18.8	40.0	37.6	0.7	0.4
Mathematical	2.2	9.4	27.1	59.0	1.8	0.6
Reading	1.2	10.0	21.8	65.5	1.1	0.4
Analytical	1.2	20.1	44.8	33.1	0.5	0.3
Communication	1.1	14.5	34.2	49.2	0.8	0.3
Technological	1.1	31.6	51.0	15.2	0.8	0.3
Decision Making	0.7	19.6	42.3	36.4	0.7	0.3

Future Expectation by NOC

		Growth	Decline	No Change
Senior Management	Managerial (n=100)	26.0%	4.0%	70.0%
Logistics Info Systems	Managerial (n=68)	26.5%	2.9%	70.6%
	Tactical (n=54)	44.4%	3.7%	51.9%
	Operational (n=48)	50.0%	4.2%	45.9%
Warehousing	Managerial (n=67)	33.8%	3.0%	64.2%
	Tactical (n=46)	28.3%	1.7%	19.0%
	Operational (n=65)	53.9%	9.2%	36.9%
Inventory/ Material Control	Managerial (n=116)	25.5%	6.4%	68.1%
	Tactical (n=44)	22.7%	6.8%	70.5%
	Operational (n=49)	30.6%	8.2%	61.2%
Customer Service	Managerial (n=54)	25.9%	11.1%	63.0%
	Tactical (n=46)	34.8%	8.7%	56.5%
	Operational (n=48)	33.3%	10.4%	56.3%
Purchasing	Managerial (n=55)	29.1%	3.6%	67.3%
	Tactical (n=39)	20.5%	2.6%	76.9%
	Operational (n=47)	34.0%	4.3%	61.7%
Transportation	Managerial (n=63)	22.2%	7.9%	70.0%
	Tactical (n=49)	26.5%	2.0%	71.4%
	Operational (n=53)	35.9%	7.6%	56.6%

LMI Toolkit

CSCSC - Canadian Supply Chain Sector Council - Windows Internet Explorer

http://cscsc.rdaglobal.com/

Employment by occupation

Occupation	2001	2002	2003	2004	2005	2006	2007	2008	2009
A016 Senior managers - Goods production, utilities, transportation and construction	6,610	7,026	7,434	7,767	8,131	8,199	8,877	9,378	9,731
A113 Purchasing managers	9,055	9,192	9,699	10,464	11,224	12,000	12,715	13,972	14,788
A114 Other administrative services managers	13,402	13,215	13,741	14,137	14,255	14,791	14,670	14,816	14,758
A122 Computer and information systems managers	9,199	9,788	10,372	10,832	11,322	11,424	12,334	13,020	13,489
A131 Sales, marketing and advertising managers	3,236	3,140	3,260	3,393	3,515	3,667	3,739	4,065	4,129
A141 Facility operation and maintenance managers	23,759	23,445	24,157	24,799	25,018	25,343	25,186	25,330	25,227
A312 Postal and courier services managers	4,615	4,077	3,936	3,764	3,527	3,345	3,135	3,111	2,884
A373 Transportation managers	25,960	24,308	24,185	24,266	24,466	24,655	24,406	25,626	25,462
B022 Professional occupations in business services to management	819	808	840	865	872	904	896	905	902
B116 Customs, ship and other brokers	4,026	3,815	3,935	4,052	4,079	4,232	4,033	4,046	3,837
B315 Purchasing agents and officers	27,975	27,750	29,376	31,012	32,502	35,210	35,737	39,458	40,012
B414 Supervisors, mail and message distribution occupations	8,285	8,426	8,729	9,016	9,117	9,250	9,489	9,994	10,204
B415 Supervisors, recording, distributing and scheduling occupations	20,680	21,533	22,780	24,272	24,969	26,455	27,542	29,302	30,620
B571 Shippers and receivers	106,270	108,501	111,861	116,749	117,749	122,555	124,432	127,311	129,255
B572 Storekeepers and parts clerks	37,000	36,983	37,470	38,075	37,969	38,715	38,902	39,582	39,889
B574 Purchasing and inventory clerks	38,565	40,606	43,249	46,466	48,141	51,480	53,115	55,305	56,862
B575 Dispatchers and radio operators	2,235	2,210	2,274	2,359	2,406	2,498	2,548	2,702	2,770

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Employment by Industry

Industry 2 Digit	2001	2002	2003	2004	2005	2006	2007	2008	2009
11 Agriculture, forestry, fishing and hunting	5,014	5,352	6,144	6,682	7,321	8,134	8,454	9,140	9,582
21 Mining and oil and gas extraction	4,729	5,558	6,324	7,173	8,042	9,243	10,084	10,765	10,965
22 Utilities	3,609	4,135	4,160	4,270	4,207	4,450	4,530	4,938	4,933
23 Construction	11,545	11,853	12,761	13,613	14,385	15,031	16,131	17,592	18,131
31-33 Manufacturing	209,730	208,092	212,489	216,547	215,168	215,946	213,412	213,898	211,495
41 Wholesale trade	100,699	102,782	110,480	117,309	123,346	130,505	135,232	139,238	142,762
44-45 Retail trade	101,933	100,584	102,266	102,619	102,827	101,117	103,169	102,514	102,389
48-49 Transportation and warehousing	92,992	91,394	95,414	98,135	99,484	102,313	103,073	108,618	108,505
51 Information and cultural industries	9,034	9,081	9,342	9,728	9,879	10,124	10,696	10,896	11,431
52 Finance and insurance	3,950	4,050	4,330	4,606	4,802	5,036	5,307	5,577	5,829
53 Real estate and rental and leasing	5,700	5,586	5,723	5,887	5,868	6,068	6,014	6,042	6,094
54 Professional, scientific and technical services	18,339	19,437	20,496	21,661	22,290	23,548	24,567	25,766	26,339
55 Management of companies and enterprises	210	336	468	592	726	849	1,005	1,130	1,229
56 Administrative and support, waste management and remediation services	14,442	14,922	16,389	17,852	18,964	20,910	21,480	22,023	22,268
61 Educational services	6,517	6,678	6,917	7,070	7,265	7,417	7,677	7,911	7,921
62 Health care and social assistance	9,511	9,906	10,607	11,266	11,523	11,876	12,694	13,435	14,301
71 Arts, entertainment and recreation	4,136	4,080	4,138	4,173	4,106	4,004	3,987	3,885	3,869

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National Occupation Standards

 Canadian Supply Chain Sector Council Conseil canadien sectoriel de la chaîne d'approvisionnement	
OCCUPATIONAL STANDARD (For use in the development of supply chain related job descriptions, performance evaluations, career development plans, etc.)	
Position:	RETAIL & WHOLESALE BUYER
Description of Position (As defined by the CSCSC Stakeholder Community)	<i>Retail & Wholesale Buyers purchase merchandise for resale and are integrated with merchandising operations. Retail & Wholesale Buyers are employed by a wide range of establishments throughout the private and public sector.</i>
Position Development	Progression to supervisory and management positions is possible through experience and with additional training.
Required Qualifications:	(Education, Training, Related Work Experience)
Education	Post-secondary education is preferred (e.g., a bachelor's degree or college diploma in a business field such as economics, logistics, supply chain management, operations management, finance or engineering, mathematics, or statistical analysis). A professional designation related to supply chain is considered an asset.
Training	Individuals generally require some on-the-job training (e.g., Retail & Wholesale Buyers may specialize through experience, on-the-job training, or formal training programs).

Compendium

CSCSC - Canadian Supply Chain Sector Council - Windows Internet Explorer

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HR Issues Affecting You

- Demographics
 - Aging Population
 - Competition for New Hires
 - Skill Upgrading
- Legislation
 - Health and Safety
 - Ontario Buys



2011 Sector Study

- The study will include the following measures:
 - Survey of employers;
 - Survey of employees;
 - Survey of training providers;
 - In-depth interviews with key stakeholders;
and
 - Focus groups with employers.

2011 Sector Study


- We anticipate the following outcomes:
 - Identification of New HR Issues;
 - Validation of Labour Market Components;
 - Development of Forecasting Model;
 - Strategic Direction for the Council; and
 - Shared Information for All Stakeholders.

- Does your organization participate in any of the following work-study programs for its supply chain employees? (Check all that apply)
 - A. Internships
 - B. Co-op programs
 - C. Apprenticeships



- Does your organization have a human resource strategy (to align the available sources of skilled workers with its future business plans)?
 - A. Yes
 - B. No
 - C. Unsure



- Which of the follow do you consider to be major challenges in recruiting workers to the supply chain sector?
 - A.Lack of awareness of the sector and the careers available
 - B.Compensation / Benefits that are below competing sectors
 - C.Poor working conditions
 - D.Difficulty finding workers with the correct skills/training
- 

- Are you a member of a professional supply chain association / body?

A. Yes

B. No



- Would you recommend employment in the supply chain sector to a friend or relative?
 - A. Yes
 - B. No
 - C. Unsure



- How do employees within your organization develop the skills and knowledge you require?
 - A. On-the-job training
 - B. Internal programs (offered by your organization)
 - C. External programs (offered by outside educational service providers)
 - D. Membership in professional associations

- How would you describe your organizations adoption of new supply chain technologies?
 - A. We're early adopters
 - B. We're among the cautious majority
 - C. We're usually late
 - D. We're technologically challenged



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