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# *APICS Research Presentation: Employment Outlook From a Global Perspective*

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Best Practices for Global Supply Chain  
and Operations Management



# The Operations Management Employment Outlook

Second Quarter 2010

Association for Operations Management  
University of North Carolina Wilmington

Job Category	Top Six Areas of Important OM Knowledge by Respondent's Job Category (Most Important First)	
	Area 1	Area 2
Execution and Control of Operations	Materials Management	Production Planning
	Production Control	Operations/Shop Scheduler
	Capacity Planning	Customer Service
Purchasing/CRM	Procurement	Materials Management
	Materials Planning	Customer Relationship
	Customer Service	Supplier Scheduling
Quality	Analyzing Quality Data	Management of Quality
	Quality Control Techniques	Customer Service
	Project Management	Operations Research
Resource Planning	Materials Planning	Bill of Materials Analysis
	Customer Service	Production Planning
	Master Scheduling	Demand Planning
Supply Chain	Supply Chain Analysis	Supply Chain Management
	Logistics	Distribution
	Customer Service	Procurement

Note: Ranking of weighted average scores in each category assuming: None=0, Fundamental=1, Working=2, Expert=4

Table 2

Job Category	Top Six Areas of Important Business Knowledge by Respondent's Job Category (Most Important First)	
	Area 1	Area 2
Execution and Control of Operations	Oral Communications	Written Communications
	Operations	Management
	Information Systems	Statistics



# The Need for This Survey

**APICS builds knowledge and skills in operations management professionals to enhance and validate abilities and accelerate careers.**

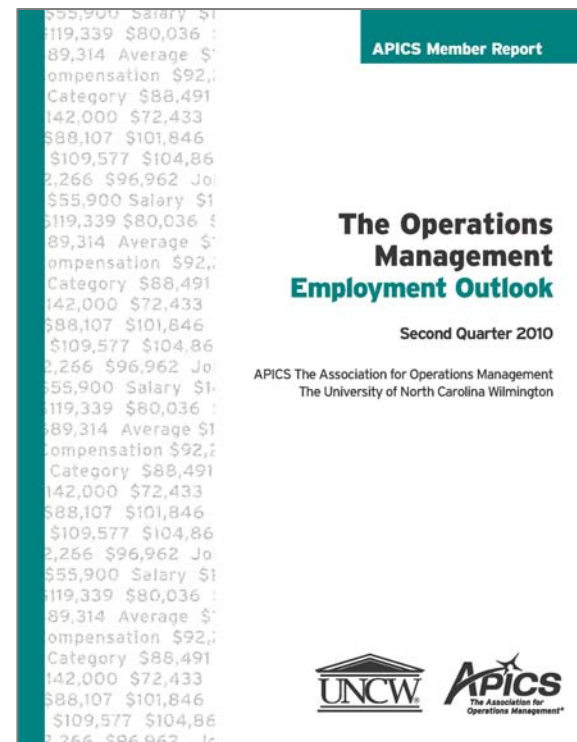
**Developing and sharing insight from ongoing global employment research advances professionals and employers globally**

**Quarterly industry surveys tracking anticipated hiring and skill were lacking for both the professional and the employer**



# APICS Operations Management Employment Outlook

- The Employment Outlook is a quarterly survey of APICS members and customers. Data collected include:
  - Anticipated hiring for the next 0-to-6 and 7-to-12 months
  - Current salary and compensation by job function and title
  - Specific knowledge and skill sets required or preferred for various job areas
  - Access online at [www.apics.org/research](http://www.apics.org/research)



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# History & Overview

In 2009, APICS together with the University of North Carolina at Wilmington developed a powerful new tool

## The Operations Management Employment Outlook

- Anticipated hiring and skill requirements over the next 6-12 months
- Salary by job title, age, education, and much more
- Updated quarterly
- Global scope

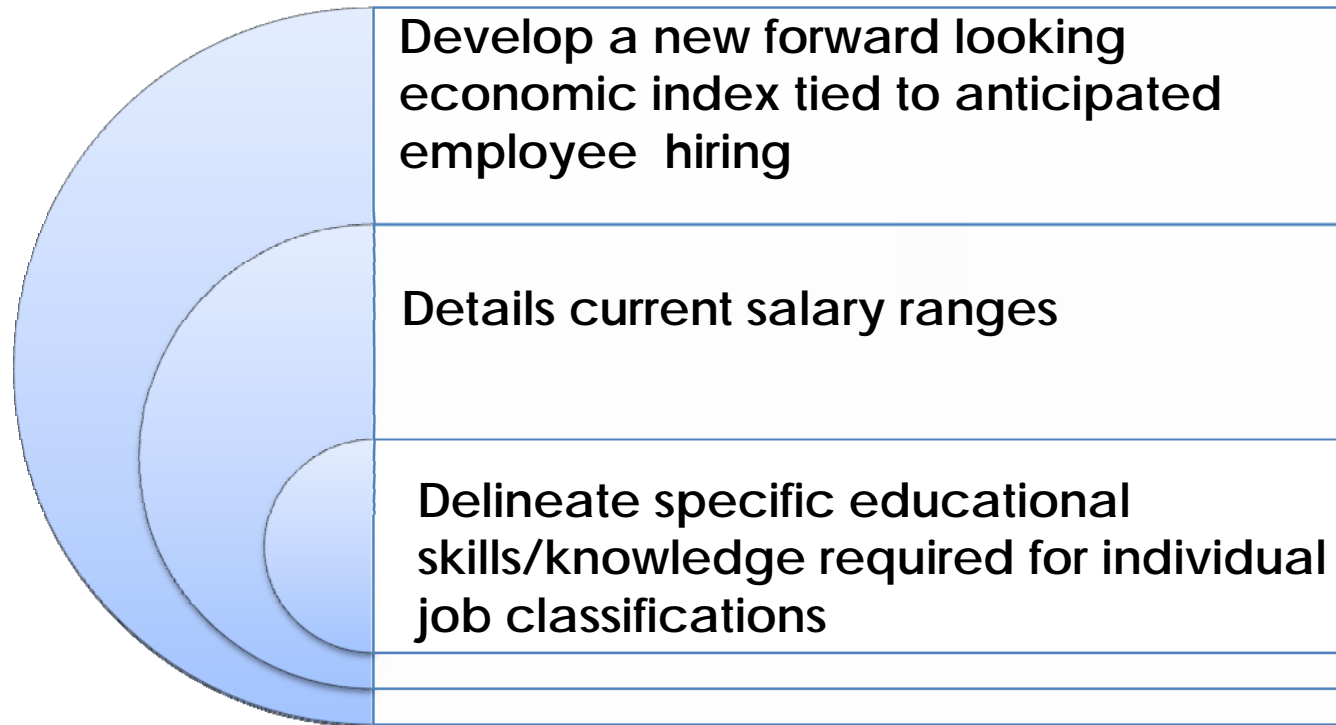


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# Research Purpose – Understand trends in OM professionals



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# Methodology

- Joint research project between APICS, and the Cameron School of Business at the University of North Carolina Wilmington
- On-line survey collecting data from a random sample of 30,000+ Operations Management professionals worldwide
- Each quarter 25% of the members are asked to complete a survey
- Started in March with 4 quarters of data collected
- Survey requires approximately 7-9 minutes to complete

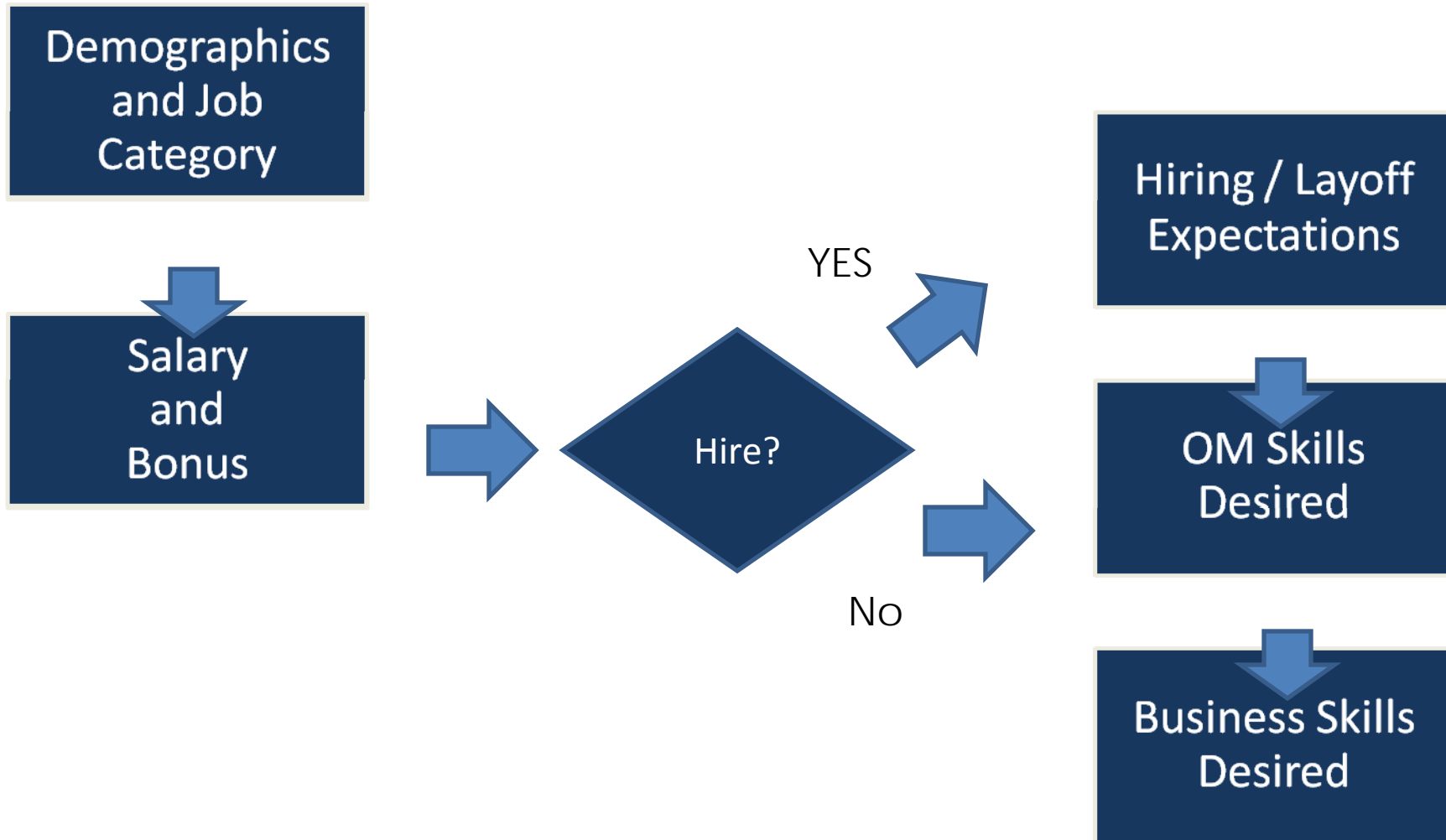


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# Survey Flow (5 to 7 minute)



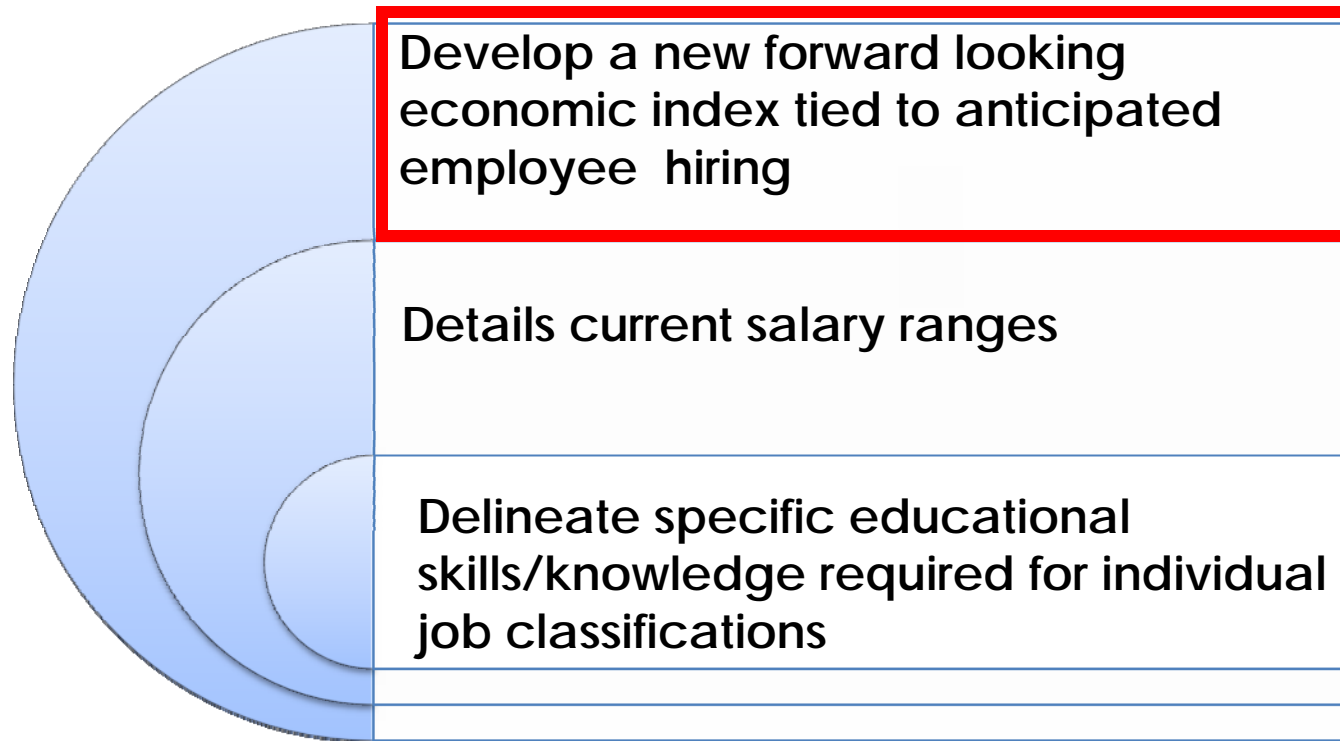
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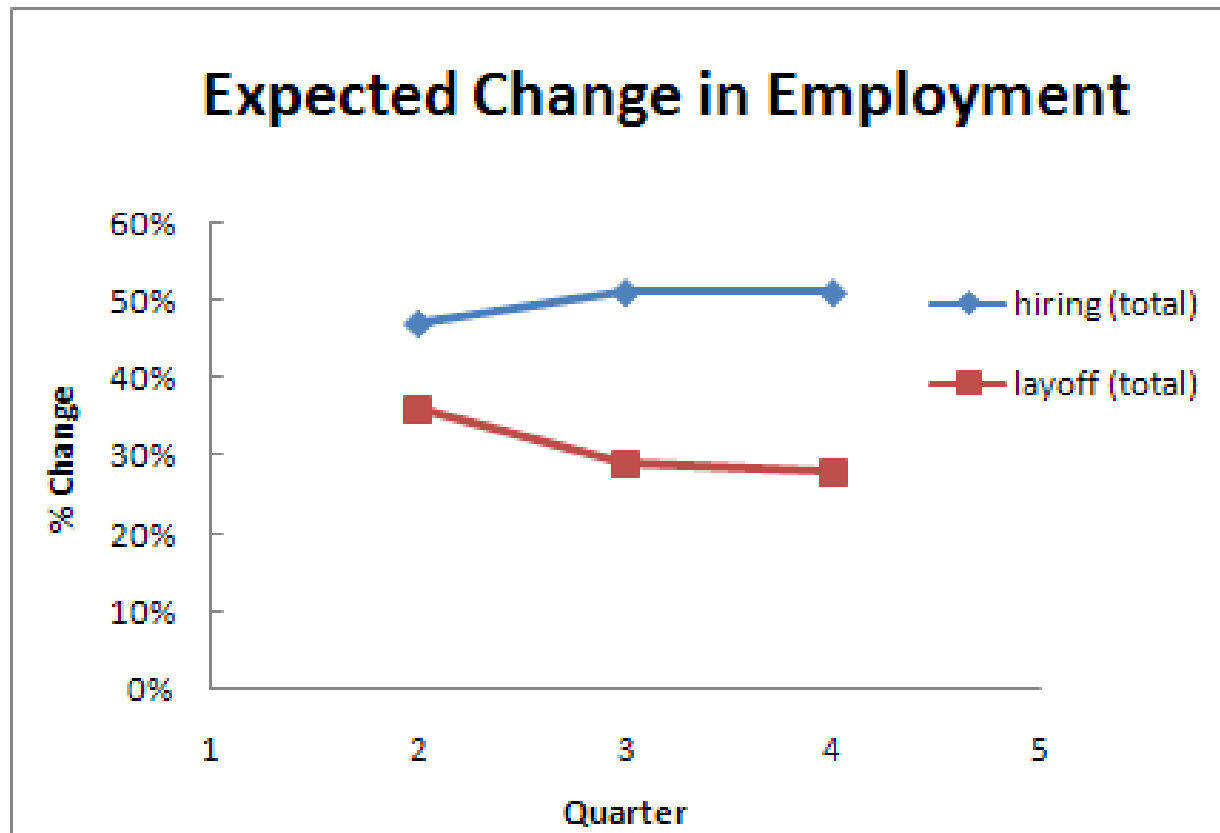


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# ‘Healthy hiring is expected in 2010’

## Hiring Trends

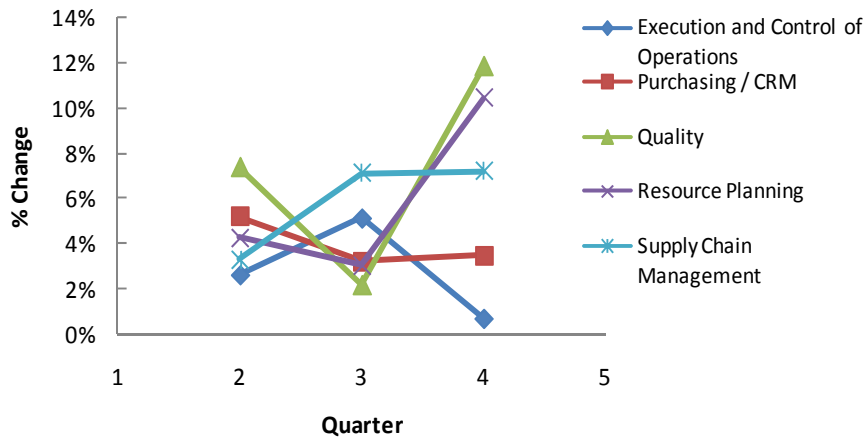


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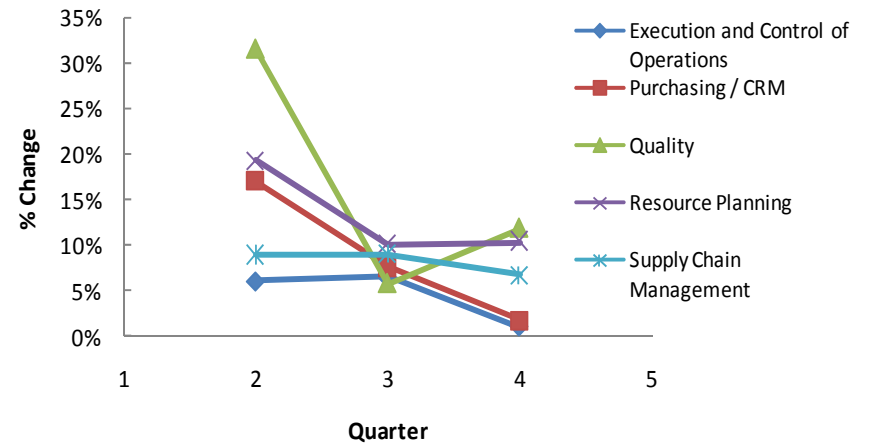
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# Hiring Trends Continued

**Expected Change in Employment by Job Area (next 0-6 months)**



**Expected Change in Employment by Job Area (next 7-12 months)**



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## 2010 Operations Management Hiring Forecast

Career Area	Anticipated Percentage Change 0-6 Months	Anticipated Percentage Change 7-12 Months
Execution and Control of Operations	0.7%	1.0%
Purchasing / CRM	3.5%	1.7%
Quality	11.8%	11.8%
Resource Planning	10.4%	10.4%
Supply Chain Management	7.2%	6.7%



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# APICS Operations Management Employment Outlook Q2 2010 results

- The data supports an upturn in hiring:
  - 57 percent of respondents with hiring responsibility indicated that they anticipate hiring new employees within 12 months
  - This compares to first quarter of 2009 when 48 percent of respondents with hiring responsibility anticipated hiring new employees within 12 months.
- Execution and control of operations, purchasing/CRM, quality, resource planning, and supply chain management are among the operational areas respondents with hiring responsibility anticipated hiring new employees.

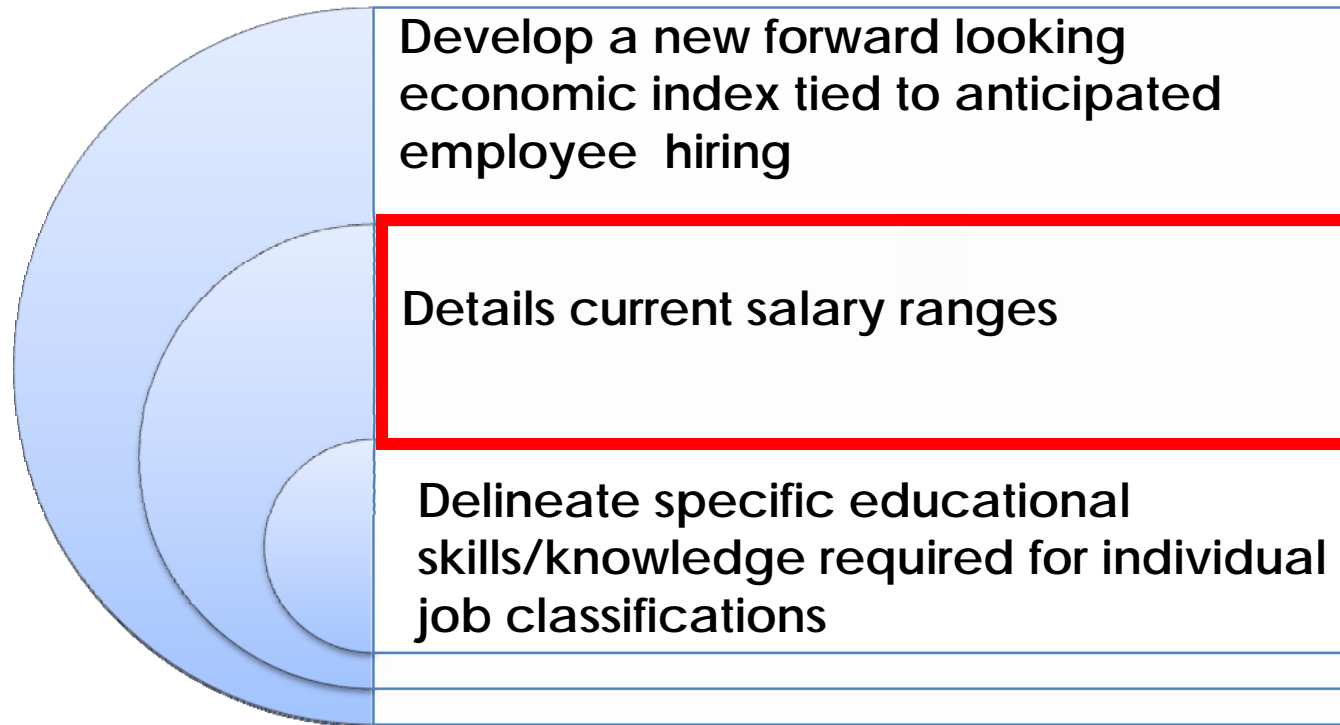


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# Compensation by Job Category

(survey tracks compensation in 30+ unique job titles in the OM field)

Average annual compensation for US respondents: \$94,076

Job Category	Percent of Respondents Average	
(J1) Exec. & Ctrl. of Opns.	25.9%	105,330
(J2) Purchasing/CRM	14.0%	76,790
(J3) Quality	1.7%	71,142
(J4) Resource Planning	10.0%	72,302
(J5) Supply Chain	48.4%	98,365



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# Compensation by Geographic Area and Job Responsibilities

Geographic Area	Percent of Respondents	APICS Population
(A1) North West	3.0%	3.1%
(A2) South West	12.6%	12.5%
(A3) North Central	6.4%	6.8%
(A4) South Central	13.3%	12.0%
(A5) Midwest	24.6%	24.6%
(A6) North East	19.1%	21.9%
(A7) South East	20.9%	19.2%

statistically representative of the geographic distribution of the population of APICS members in the US



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# Compensation by Age and Gender

	Percent of Respondents	Average
<b>Age</b>		
(Y1) 30 and under	10.6%	64,251
(Y2) 31-40	22.1%	86,544
(Y3) 41-50	34.1%	101,721
(Y4) 51+	33.1%	100,813
<b>Gender</b>		
(G1) Female	31.7%	80,421
(G2) Male	68.3%	100,416



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# Compensation by Education Level and No. Employees

	Percent of Respondents	Average
<b>Education</b>		
(S1) High School or Associates	50.2%	75,147
(S2) Bachelor's	17.5%	86,859
(S3) Master's	10.9%	102,841
(S4) MBA	20.5%	120,931
(S5) Ph.D.	0.8%	150,729
<b># Employees Worldwide</b>		
(W1) <=20	3.1%	83,488
(W2) 20-499	17.4%	86,952
(W3) 500-9999	39.8%	89,881
(W4) 10000+	39.7%	103,658



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## Salary and Compensation - Certification Pays!

Certification		
(C1) Neither CPIM nor CSCP	46.7%	88,476
(C2) CPIM only	35.5%	95,573
(C3) CSCP only	8.6%	97,820
(C4) CPIM and CSCP	9.3%	112,980

Respondents with the CPIM credential received approximately 10 percent higher compensation than those without the CPIM.

Respondents with the CSCP credential received approximately 19 percent higher compensation than those without the CSCP.

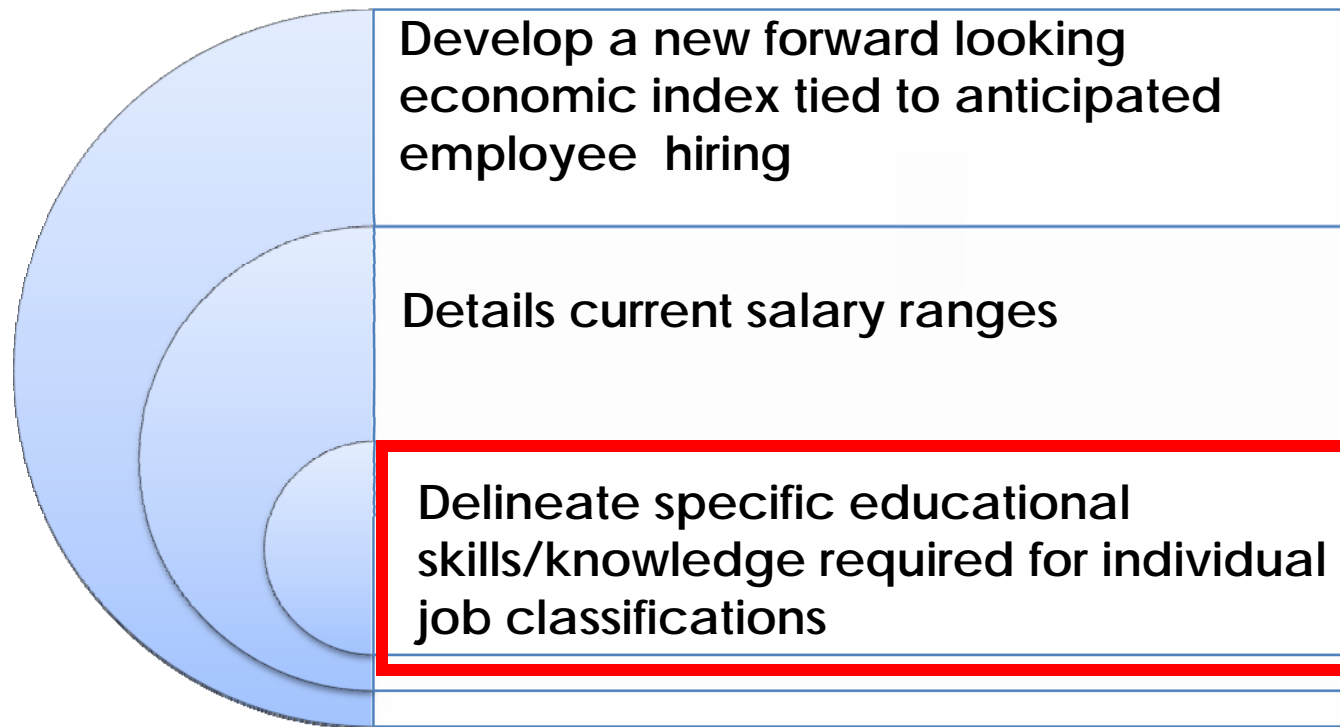


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# Business Knowledge by Individual Job Classifications

% indicating need for working or expert knowledge in the area

Knowledge Area	Execution & Control of				
	Operations (1)	Purchasing/ CRM (2)	Quality (3)	Resource Planning (4)	Supply Chain (5)
Accounting	32.1%	44.4%	25.0%	32.3%	29.6%
Business Law	12.2%	24.8%	14.3%	14.6%	15.6%
Economics	18.5%	29.9%	25.0%	27.4%	22.2%
Finance	26.2%	35.5%	25.0%	27.4%	28.1%
Information Systems	49.4%	47.7%	71.4%	61.0%	55.9%
International Business	19.3%	37.4%	21.4%	22.6%	28.1%
Management	58.0%	51.9%	64.3%	50.0%	51.0%
Marketing	20.2%	22.0%	21.4%	28.0%	21.6%
Operations	78.6%	70.1%	53.6%	78.0%	74.0%
Oral Communications	89.3%	89.3%	89.3%	92.1%	90.9%
Statistics	44.3%	41.6%	57.1%	55.5%	45.2%
Written Communications	87.5%	89.7%	92.9%	87.8%	90.1%

Across all job categories, oral communication and written communication were identified as the most important business knowledge areas. Additionally, knowledge of operations and information systems were identified as important.



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# Specific Skill Requirements??



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# Skills/Knowledge by Individual Job Classifications

Job Category	Top Four Areas of OM Knowledge by Job Category*	% Indicating "Expert" Knowledge Required
Execution and Control of Operations	Production Planning	29%
	Production Control	27%
	Operations/Shop Scheduler	25%
	Materials Management	24%
Purchasing/CRM	Customer Relationship	49%
	Customer Service	34%
	Materials Management	32%
	Materials Planning	20%
Quality	Management of Quality	41%
	Analyzing Quality Data	28%
	Project Management	28%
	Quality Control Techniques	28%
Resource Planning	Materials Planning	47%
	Production Planning	47%
	Master Scheduling	41%
	Demand Planning	38%
Supply Chain	Supply Chain Analysis	38%
	Supply Chain Management	33%
	Logistics	20%
	Distribution	16%

\*Ranked by number of respondents indicating "Expert" knowledge requirement for the area

## Conclusions and Future Considerations

- Professional certification pays
- Gender/age and education all factor strongly into salary and hiring
- OM professionals are faring better during the economic downturn
- Geographical location factors heavily into hiring rebound
- Limitation – only APICS members surveyed



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# Professional Employment Drivers

APICS Career Path Survey Shows Professional Employment & Advancement Advanced By:

- Training or certification
- Demonstrated proficiency in a specific area
- Track record of performance or accomplishments
- Developing personal career plans or goals

What does this mean today:

- to my job and career?
- to my organization and its hiring?



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# APICS Operations Management Employment Outlook

- Individuals can use the APICS Operations Management Employment Outlook to:
  - Determine hiring trends within specific operations and supply chain management functions
  - Understand most important knowledge areas within specific functions
  - Review compensation information by region



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# APICS Operations Management Employment Outlook South African Pilot

- Pilot effort to survey specific nations and regions with localized currency and related updates
- Planned expansion to nations and regions where membership and industry
- Will provides comparable data across nations and regions
- A first of its kind for APICS and the industry



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# Group Feedback

Questions? Comments?

Have you downloaded or taken the survey?

Would the survey information be helpful in your area?

What global regions should be next?



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# Complementary Research

- Supply Chain Manager Competency Model
- 2010 Operations Management Career Path Survey
- Operations Management Body of Knowledge (OMBOK) Framework
- 2010 Whitepapers, Webinars, Career Advice



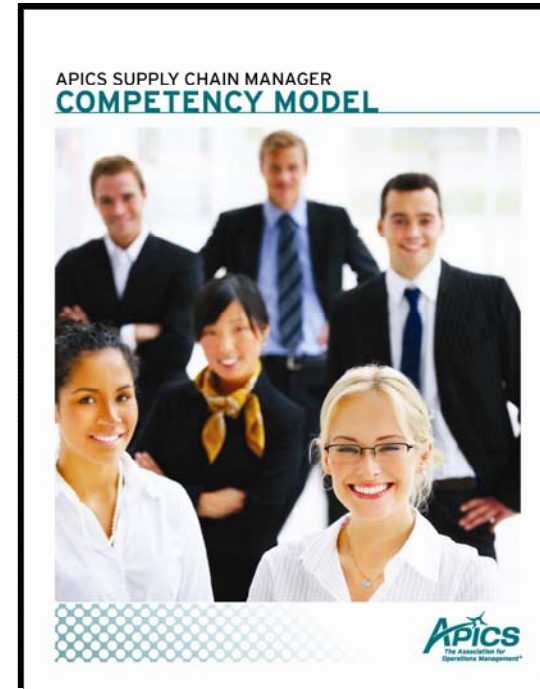
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# APICS Supply Chain Competency Model

- The APICS Supply Chain Manager Competency Model:
  - Released in August of 2009
  - Articulates the top level of competencies required for supply chain managers
  - Follows guidelines set by the Employment and Training Administration of the United States Department of Labor
  - Is publicly available at [www.apics.org/scmcompetency](http://www.apics.org/scmcompetency)



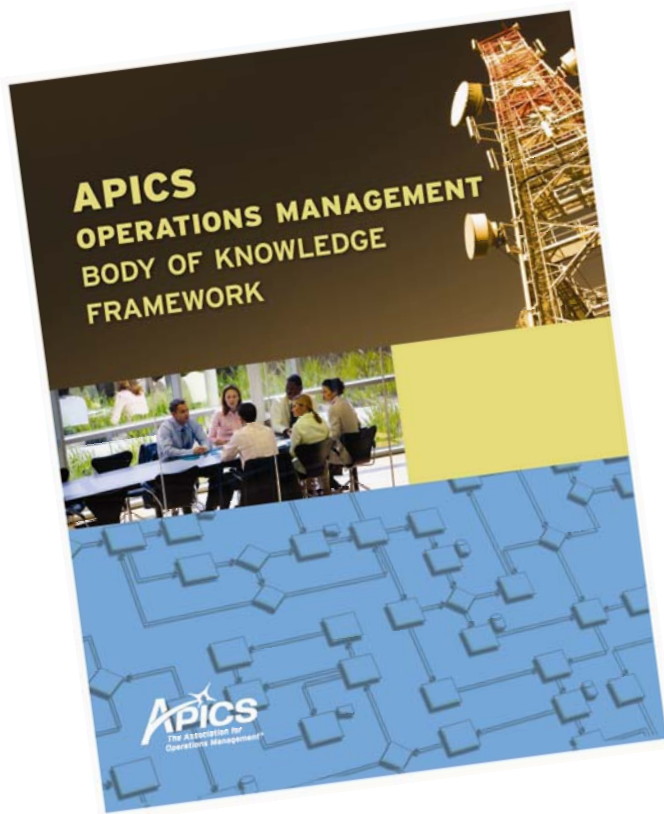
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# APICS OMBOK Framework



- In 2008, APICS published the *APICS OMBOK Framework* to describe operations and supply chain management from the APICS perspective.
- In 2009, APICS developed two appendices to the *APICS OMBOK Framework* based on a series of research projects to determine how the APICS body of knowledge maps to:
  - 12 position titles that represent the majority of APICS members and customers
  - Non-manufacturing industries that employ operations and supply chain professionals.
- *The APICS OMBOK Framework* is available publically available at [apics.org/ombok](http://apics.org/ombok).



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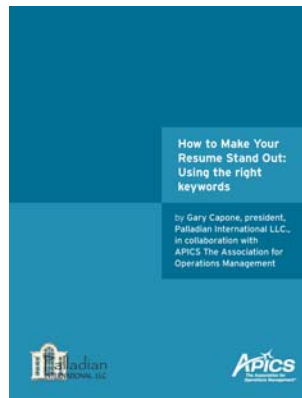


# APICS Career Resources: 2010 Additions

White Papers, webinars, and career advice



Ask the Career Coach and Career Tips Webinars



How to Make Your Resumé Stand Out: Using the right keywords

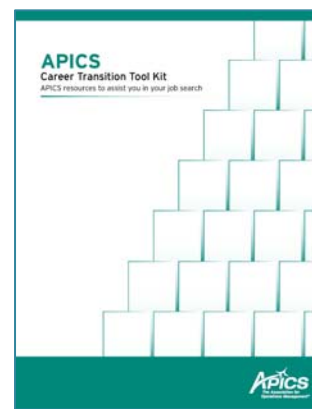


Understanding Online Job Search Resources

Research and tools



Operations and Supply Management Career Paths and Patterns



Career Transition Tool Kit



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# Online Resources Review

To download the latest quarterly report, or participate in the survey, please visit APICS Research at: [www.apics.org/research](http://www.apics.org/research)

Supply Chain Competency Model:  
[www.apics.org/scmcompetency](http://www.apics.org/scmcompetency)

APICS OMBOK:  
[www.apics.org/resources/ombok.htm](http://www.apics.org/resources/ombok.htm)

APICS Career Center:  
[www.apics.org/Resources/careercenter](http://www.apics.org/Resources/careercenter)



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# Questions & Comments?

## How Can We Better Serve You & Your Region?



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