



APICS Volunteer Leadership Workshop Toronto - 2009

Harnessing the Collaborative Model to Reach Organizational Objectives

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Canadian Supply Chain Sector Council**

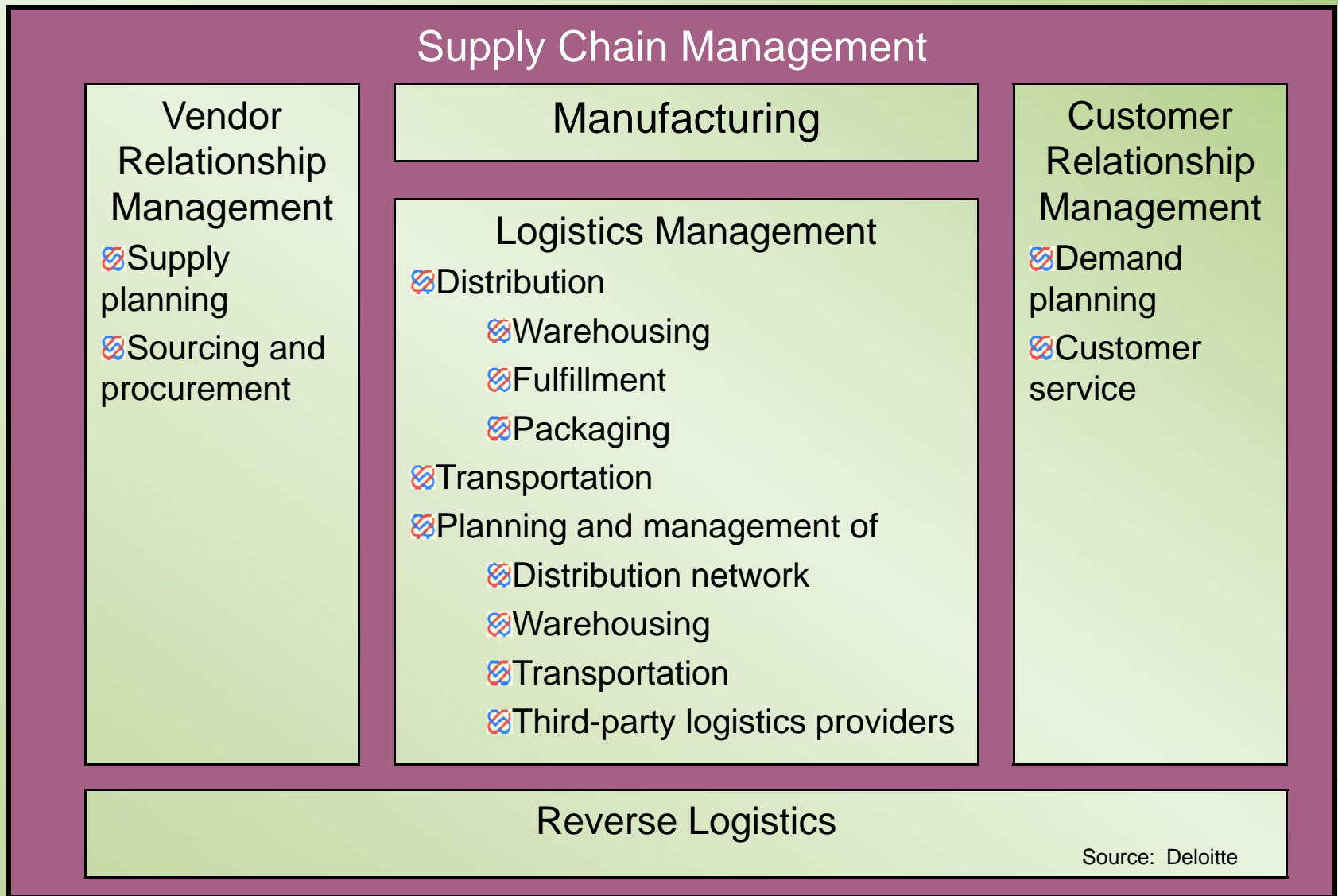


Session Objectives

- Our Role in the Supply Chain
- The Sectoral Approach in Workforce Planning
- The Canadian Picture
- Strategic Relationships
- Tactics and Illustrations



Supply Chain Management Functions



- 
- Thomas Friedman,
“The World is Flat”



Background – The Alliance of Sector Councils

- What is a Sector Council?
- Labor Market Information
- Career Development
- Human Resources Strategies

www.councils.org

Vision

"The Canadian Supply Chain Sector Council brings together partners in the sector to develop solutions to the human resource challenges faced by stakeholders. Recognizing the vital role of the supply chain to Canada's economy, the Council is committed to enhancing the sector's ability to attract and retain workers at all levels and across the full range of functions, and to advancing the skills of those workers."

Background

The work of the Canadian Supply Chain Sector Council (CSCSC) builds upon that of the Canadian Logistics Skills Committee (CLSC), formed in February 2004.

- **APICS – The Association for Operations Management**
- **ACCC – Association of Canadian Community Colleges**
- **CIFFA – Canadian International Freight Forwarders**
- **CITT – Canadian Institute of Traffic and Transportation**
- **PMAC – Purchasing Management Association of Canada**
- **SCL – Supply Chain & Logistics Association Canada**

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, Ontario, conducted the study.

Overview

The Canadian supply chain sector employs an estimated 738,000 workers.

1.	Senior Management	1.0%
2.	Logistics Information Systems	5.3%
3.	Warehousing	49.0%
4.	Transportation	23.0%
5.	Inventory/Material Control	12.0%
6.	Purchasing	9.2%
7.	Marketing and Sales	0.5%

Supply Chain Sector Employees by Occupation

Slide 1 of 2

Sub-function	Occupation Category	NOC Code	Sample Position Titles	Number of Supply Chain Employees (2008)	Compound Annual Growth Rate (2001-2008)
Senior Management	Managerial	0016	Senior managers: goods, production, utilities, transportation and construction	9,378	5.1%
Logistics Information Systems	Managerial	0213	Computer and information systems managers	13,020	5.1%
	Tactical	2233	Industrial engineering and manufacturing technologists and technicians	18,330	3.3%
		2172	Database analysts and data administrators	428	5.2%
		2171	Computer analysts	13,337	5.1%
		2175	Web/Internet site developers	942	5.3%
Warehousing	Managerial	0721	Facility operations and maintenance manager: warehouse manager	25,330	0.9%
		0132	Postal and courier service manager	3,111	-5.5%
		1214	Supervisors, mail and message distribution occupations	9,994	2.7%
	Operational	7452	Material handlers	180,950	1.1%
		9617	Labourers in food, beverage and tobacco processing: material handling, packaging	67,170	0.3%
		1472	Store keepers and parts clerks: e.g., parts supplier, supply clerk	39,582	1.0%
		7451	Longshore workers: e.g., dock worker, ship loader operator	3,477	-0.2%

Supply Chain Sector Employees by Occupation

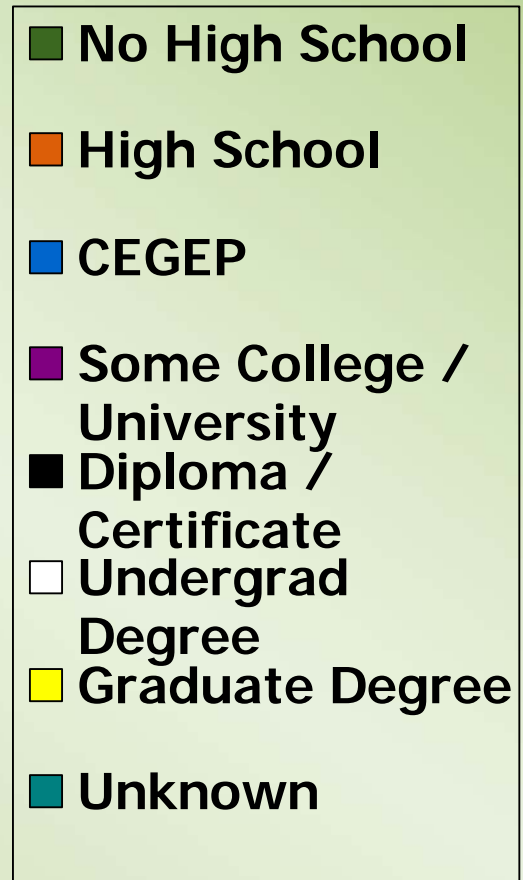
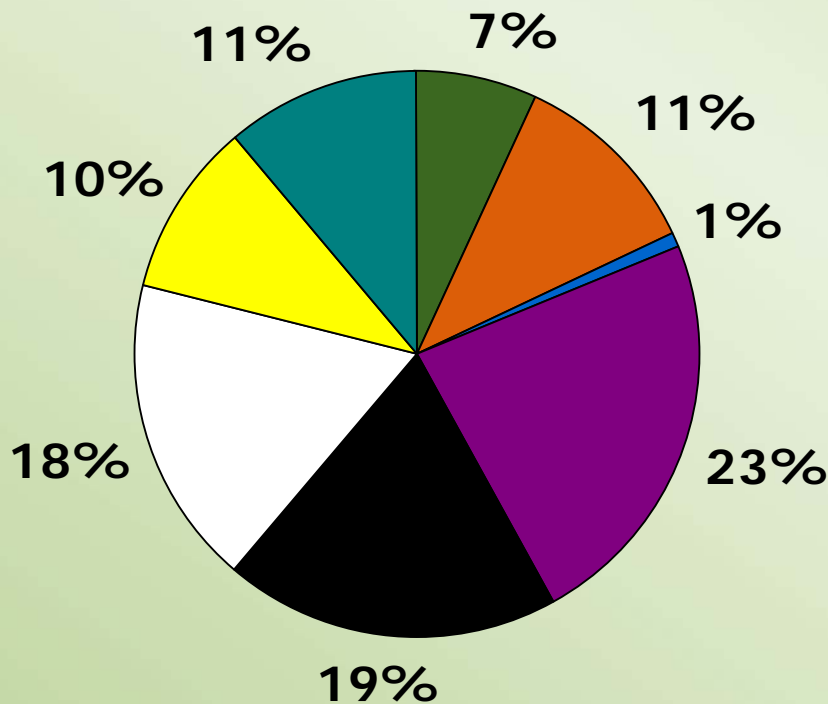
Slide 2 of 2

Sub-function	Occupation Category	NOC Code	Sample Position Titles	Number of Supply Chain Employees (2008)	Compound Annual Growth Rate (2001-2008)
Transportation	Managerial	0713	Transportation managers	25,626	-0.2%
	Tactical	1236	Customs, ship and other brokers	4,046	0.1%
		1476	Transportation route and crew schedulers	6,031	6.9%
		1475	Dispatchers and radio operators	2,702	2.7%
Operational	1471	Shippers and receivers	127,311	2.6%	
Inventory/ Material Control	Managerial	0114	Other administrative service managers: e.g., inventory control manager, support services	14,816	1.4%
		1215	Supervisors, recording, distributing and scheduling occupations	29,302	5.1%
	Tactical	1474	Purchasing and inventory clerks: e.g., inventory analyst, planner	55,305	5.3%
		1122	Professional occupations in business services to management: consulting	905	1.4%
Purchasing	Managerial	0113	Purchasing managers	13,972	6.4%
	Tactical	1225	Purchasing agents and officers	39,458	5.0%
		6233	Retail and wholesale buyers	29,953	4.4%
Marketing and Sales	Managerial	0611	Sales, account and marketing managers	4,065	3.3%
TOTAL				738,541	2.3%

Source: 2001, 2006 Census; Labour Force Survey; RDA Global Estimates (NAICS: 11, 21, 22, 31-33, 41, 44, 45, 48, 49, 51-56, 61, 62, 71, 72, 91)

Highest Level of Education

% of Employee Respondents
by Highest Level of Education



Source: Employee Survey

Most Common Certifications or Designations

Managerial	Tactical	Operational
<ul style="list-style-type: none">• CITT• PLog• CCS & Customs Professional• CPP• CPIM	<ul style="list-style-type: none">• CITT• PLog• CIFF• CCS• CPP	<ul style="list-style-type: none">• CITT• PLog• CIFF• CCS

Source: Employee Survey

Key Challenges

1. Awareness of the supply chain sector.
2. Global process and policy best practices.
3. Increased competitiveness of the sector.
4. Uniform national standards to ensure worker mobility across provinces.
5. Practical solutions to address current and future industry needs.
6. A career information, recruitment, and retention initiative to promote the sector to youth, newcomers, and other underrepresented groups as a viable career choice.

Collaboration

Who Can Help?

- Key stakeholders
- Pillar associations
- Community organizations
- Intermediaries



What Is of Value?

- Identify the strategic need that our organization has
- Understand the partner and its people
- Invest in the long-term relationship
- Be flexible and fair

Key Stakeholders

- Research study
- Governance model
- Projects





Canadian Transportation and Logistics Magazine (CT&L)

- Promotion of CSCSC
- Annual Compensation Survey
- Content – Print, Web, TV

<http://www.ctl.ca/>

Career Fairs

- Collateral materials, presentation templates
- Careers flowchart
- Staffing
- Traveling booth with collateral



Microskills

- Supply Chain Awareness Program for Employment (SCAPE)
- Materials Handling and Warehousing Program
- Health Care Professionals

www.microskills.ca





Education/Sector Council Partnerships Project (ESCPP)

ESCPP Mandate

- To develop a replicable model of partnership between sector councils/industry and schools that advantage student learning and career futures
- To provide effective foundations for a skilled workforce

Toronto District School Board

- Largest and most ethnically diverse board in Canada
- 265,000 full-time students in 557 schools
- Four of 24 families of schools were chosen to participate (100 schools)
- Elementary and secondary schools involved



Nine Project Targets

1. Sustainable industry/education partnerships
2. Nine essential skills (HRSDC) – embedded in school programs
3. Expanded opportunities for experiential learning at employment sites (for students and teachers)

Nine Project Targets (cont'd)

4. New and enhanced courses and program packages – focused on sectors and skills (e.g., Ontario SHSM)
5. Career and labor market awareness for students and teachers
6. Parental awareness of new career/labor force realities and new opportunities

Nine Project Targets (cont'd)

7. Curriculum and classroom resources with sector applications
8. Skills recognition and industry-recognized certificates and credentials
9. Effective transitions to work or post-secondary learning (articulations)



Partnership Development Process

- Matching councils and schools
- 10-step development process



Innovative Features

- Cross-disciplinary teams
- K-12 commitment
- Central training and awareness raising to develop readiness



Innovative Features (cont'd)

- Partnerships are customized to the vision and needs of the school and industry partners
- Integration of two distinct cultures: WORK and EDUCATION!
- Sector-focused curriculum and program packages

Innovative Features (cont'd)

- Expanded range of experiential learning opportunities for STUDENTS and TEACHERS
 - Teachers and students visits to employer sites and industry conferences
 - Employer presentations to classes
 - Student job shadowing experiences
 - Coop and intern experiences for students
 - Employers as mentors

Innovative Features (cont'd)

- Developing a broad commitment to essential skills development across the curriculum and from K-12
- New industry certifications and recognition strategies
- Sector Councils and industry assisting with developing post-secondary articulations, dual credits

Innovative Features (cont'd)

- Career development strategy that focuses on identifying students' interests, talents, and passions
- More informed career development choices
- New strategies for engaging parents in the career-decision process

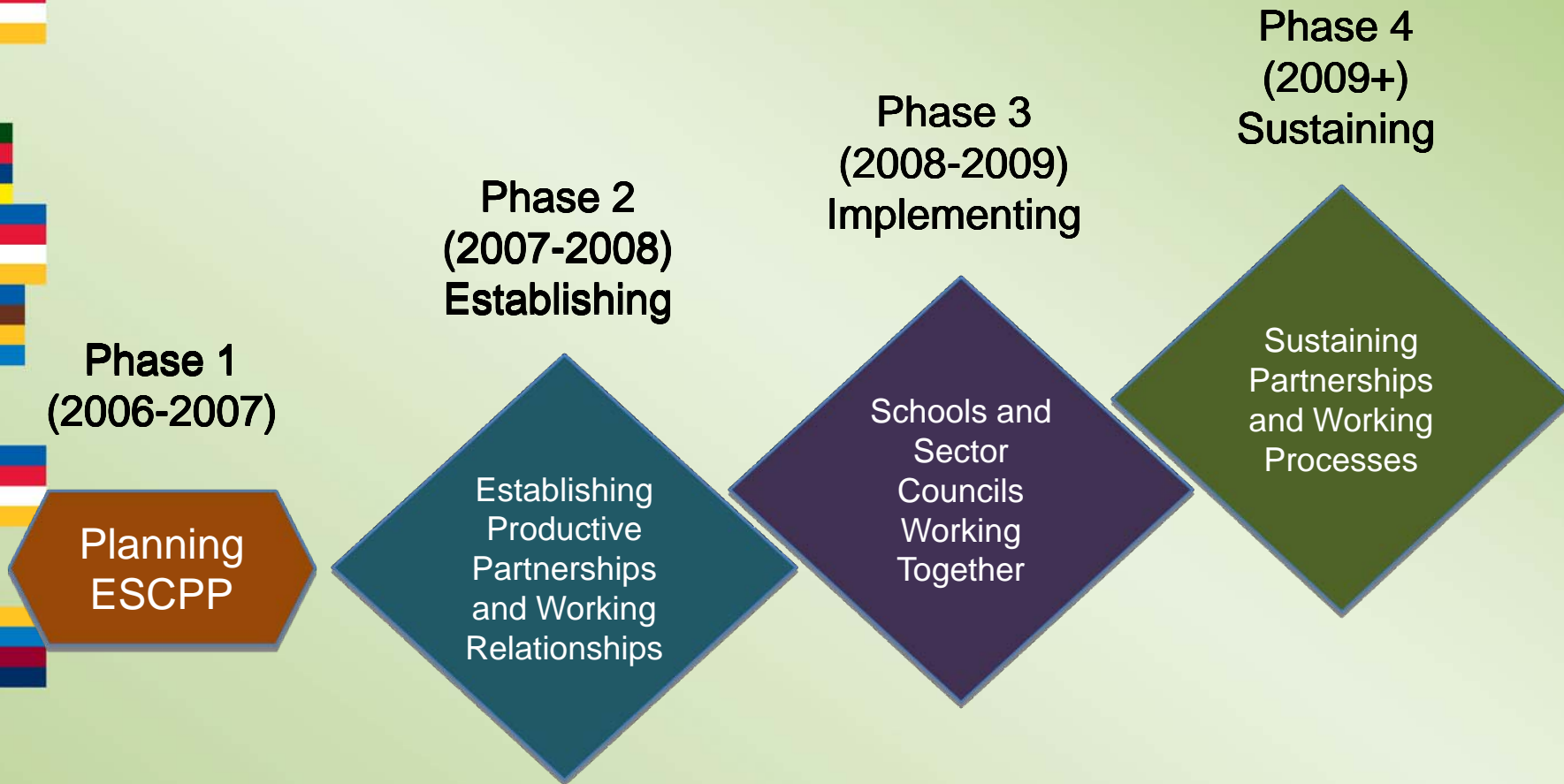
Innovative Features (cont'd)

- High level of **COMMITMENT** and **COLLABORATION** among key stakeholders:
 - Sector councils
 - Industry partners
 - Government
 - Toronto District School Board and pilot schools

Change Management

- Key Leadership and Coordination Roles
 - Matchmaker
 - Bridge builder between cultures
 - Coach and problem-solver
 - Resource allocation
 - Generic templates guide dialogue and development

ESCPP Research Model of Change



Evaluation Questions

- What does it take to build and sustain workable partnerships between schools and sector councils?
- To what extent do school-sector council partnerships result in changes in the nine target areas defined for the program?

Year 2 Findings

- Expect **VARIABILITY**
- **SCHOOL READINESS** and commitment are critical
- **LEADERSHIP** is important at all levels
- Schools and industries have **DIFFERENT CULTURES**

Year 2 Findings (cont'd)

- Establish systematic **STRUCTURES** and **PROCESSES**
- Build and nurture **COMMUNITIES OF PRACTICE**
- Changing schools takes **TIME!**



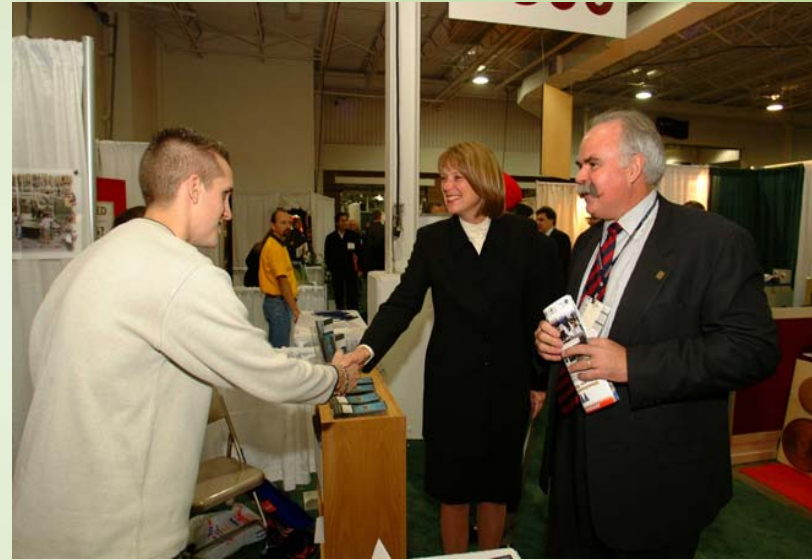
Sector Council Contributions

- Awareness
- Curriculum
- Essential skills
- Articulations



Sector Council Contributions

- Experiential learning
- Industry advisory councils
- Industry-recognized certifications
- Training, mentoring, and networking
- Access to industry conferences

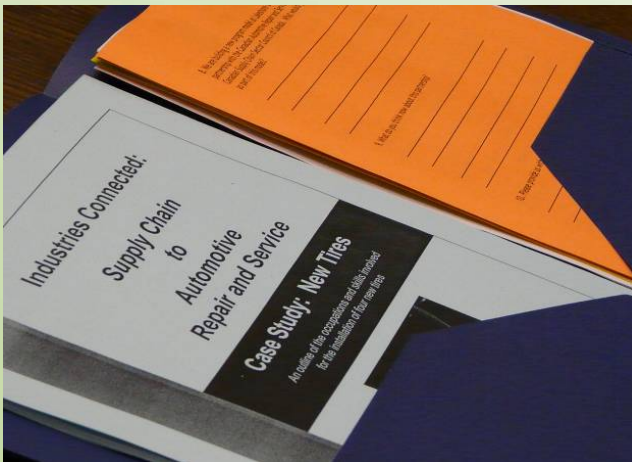


Education/Sector
Council
Partnerships Project



Canadian Supply Chain Sector Council
Canadian Automotive Repair & Service Council
(CARS Council)
Lakeshore Collegiate Institute

Lakeshore Collegiate



Lakeshore Collegiate

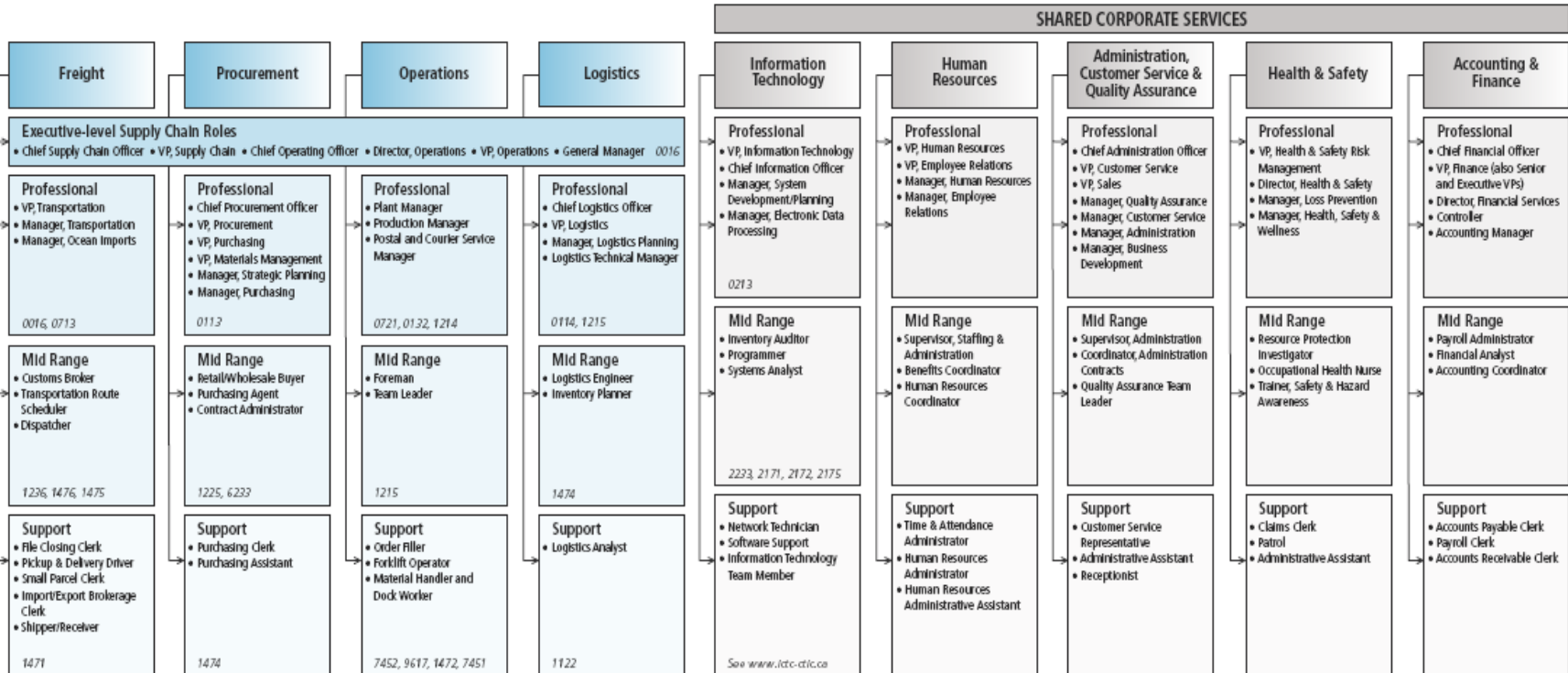
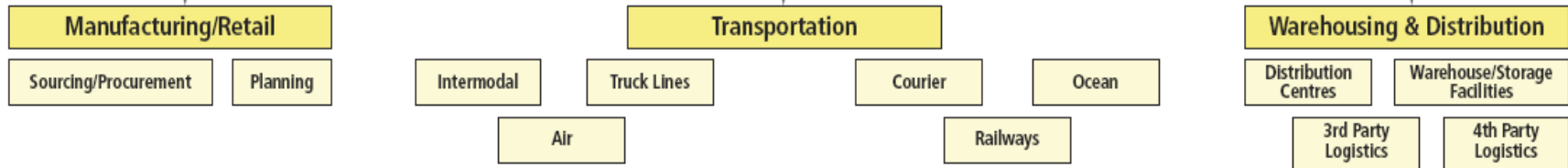


Lakeshore Collegiate



This list is intended to show the breadth of the supply chain sector and is by no means a complete list.

CAREERS IN THE SUPPLY CHAIN



Sample four-digit National Occupational Classification (NOC) codes, the nationally accepted standard that classifies and describes occupations in Canada, are included in each of the supply chain-related boxes. (View all supply chain NOC codes on the facts and figures sheet on the Council's "What is a Supply Chain?" webpage.)

This flow chart was originally created by the Careers In Logistics Subcommittee of the Calgary Logistics Council and has been altered by the Canadian Supply Chain Sector Council, with permission.





Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement



Home | What is a Supply Chain? | About Us | Projects | Council Publications | Resources | Education Information | Career Information | Events

WELCOME

The supply chain is one of the most essential sectors of the Canadian economy, involving over 730,000 employees from a range of occupations and industries. The success of this sector in meeting its human resources and labour-market challenges has the potential to positively influence the future of Canada, and the quality of life that we all enjoy. The Canadian Supply Chain Sector Council (CSCSC) is working with key stakeholder groups to identify and meet these challenges and to transform them into opportunities.

This site features information about the Council, its governing structure and current projects, as well as news relevant to the Canadian supply chain sector.

Member of:

The Alliance of Sector Councils
L'Alliance des conseils sectoriels



ASSOCIATION NEWS

[APICS – Model Released for Supply Chain Manager Competencies to Establish Skills Necessary for Supply Chain Management Professionals](#)

[PMAC – Call for Presentations Now Open for 2010](#)

PERSPECTIVES ON THE SECTOR

- 2009-09-14 [Explaining the Value of Logistics to the CEO – Logistics Viewpoints](#)
- 2009-09-09 [Do Targets Kill Commitment and Undermine Performance at Work? – Pario HR Solutions](#)
- 2009-09-03 [Give Back: Be a Mentor! – Cincinnati Business Strategies Examiner](#)
- 2009-09-01 [Video: As Counterintuitive As It Sounds, Overcollaborating Could Be Killing Your Company's Innovation – BNET](#)
- 2009-08-29 [Let the Sims Begin: Next-generation Supply Chain Training – Supply & Demand Chain Executive](#)

PILLAR ASSOCIATIONS OF THE SECTOR

- [APICS – The Association for Operations Management](#)
- [CITI](#)
- [Canadian International Freight Forwarders Association](#)
- [Purchasing Management Association of Canada](#)
- [Supply Chain & Logistics Association Canada](#)

WHAT'S NEW

[Wage Subsidies Available for New Supply Chain Employees](#)

CSCSC's new Career Focus Program for the supply chain sector provides wage subsidies to employers

LMI Toolkit

Supply chain labour market information, forum for information sharing, map to assess labour demand, and other tools.

Virtual HR Department

Especially for small and medium-sized organizations, information, tools, templates, forms, policy samples and more.

National Accreditation Program

The Council's program to accredit supply chain education and

GLOBAL ABILITY

2009 APICS INTERNATIONAL CONFERENCE & EXPO
OCTOBER 4-6 | TORONTO, ONTARIO, CANADA

APICS
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Operations Management®

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