



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement

ANNUAL REPORT



Fiscal Year 2010

April 2009 to March 2010




Canadian Supply Chain Sector Council

1100 Central Parkway West, Suite 17-1
Mississauga, Ontario L5C 4E5
Telephone: 905-897-6700 • Toll-free: 1-866-616-3468 (Canada only)
Fax: 905-897-1100
info@supplychaincanada.org

www.supplychaincanada.org

Executive Director: Kevin A. Maynard, CAE

Connecting...

-  People
-  Partnerships
-  Performance

...Canadian Supply Chain Sector Council

The Canadian Supply Chain Sector Council
is funded by the Government of Canada's
Sector Council Program.

Canada 

TABLE OF CONTENTS

MESSAGE FROM THE CHAIRMAN	4
MESSAGE FROM THE EXECUTIVE DIRECTOR	5
OVERVIEW	7
The Supply Chain Sector in Canada	7
Council Profile	8
MEMBERSHIP	9
PROJECTS AND PROGRAMS	10
Career Focus Program	10
Education/Sector Council Partnership Project	10
Material Handler Skills Upgrading Project	11
MicroSkills' Supply Chain Awareness Program for Employment	11
National Accreditation Program	12
Occupational Standards Phase II Project	12
Outreach Project	13
Recruitment and Retention Project	13
Participation in Career Fairs	13
HR-Trends Surveys	14
RESOURCES AND TOOLS	16
Education Compendium	16
LMI Toolkit	16
National Occupational Standards	16
Virtual HR Department	17
MEASURING SUCCESS	18
THE YEAR AHEAD	21
BOARD OF DIRECTORS	22
ORGANIZATIONS INVOLVED IN COUNCIL ACTIVITIES	23
FINANCIAL STATEMENTS	26
NATIONAL OFFICE	28
Location and Contact Information	28
Staff	28

MESSAGE FROM THE CHAIRMAN

It's interesting to note that the Canadian Supply Chain Sector Council evolved out of a project called 'The Technology Road Map.' This project was aimed at understanding the changes occurring with technology in our industry – and it pointed to the need to have trained, competent people available to be successful in your business. It always seems to come back to people: the need to have the right numbers of skilled, motivated workers to deal with all of the relationship, growth and technological issues we face as we conduct our business.

As was predicted, we appear to be on a path of recovery from the fiscal problems of the past couple of years. There are still many of our industry employees looking for work, looking for a new challenge or looking towards finally feeling confident enough to retire and leave the workplace. I know that companies are hiring carefully, attempting to leverage new skills and improved productivity into their business as they move forward. This just makes sense. But, it may delay strong evidence of a recovery for some people. It will be good for our industry overall.

Discussions at a recent meeting of employers continued to focus on the need to replace our older workers over the next few years. This is of particular interest to me, as my 'working' days are numbered, both within the typical corporate structure and as CSCSC Chair. We, as corporate citizens, need to understand the impact of losing workers at all levels and meaningfully prepare for the transition. We have encouraged our government sponsors, funders and partners to help us with this understanding, which will lead to some form of organized preparedness. Certainly the focus must be on relevant education and mentoring. There is no question that a renewed labour force will be more innovative and engaged given the correct level of support to enter and grow in our industry.

I continue to be proud of the activities of our sector council in moving ahead with projects that are relevant and supportive to the needs of our growth. We have commenced major initiatives that are going a long way to help with the above-mentioned issues. The definition of occupational standards for occupations within the supply chain is of immense value to educators, employers and employees. Our National Accreditation Program for educational institutions, created with the help of CSA Standards and industry stakeholders, leads the way to having a basis to ensure that their curriculums are relevant to our industry. As it applies to material handlers, the Accreditation Program gives us a basis to judge the quality of training in this area: an area of safety and quality concerns, particularly for small and medium-sized organizations. Please look for these offerings and support their use.

It is essential to thank the CSCSC Board for another productive year, supporting and focusing the organization with the capable leadership of Kevin Maynard, our Executive Director, and our hard-working staff members. We continue to enjoy the loyal support of our pillar associations that have, from the beginning of this voyage, worked hand in hand to ensure that we fairly represent the relevant needs of our sector. This bodes well for our continued success in providing value to the supply chain sector in Canada.

Don Borsk
Chief Operating Officer, Metro Retail Supply Chain Solutions
Chairman, Canadian Supply Chain Sector Council

MESSAGE FROM THE EXECUTIVE DIRECTOR

The Canadian Supply Chain Sector Council, like the sector it speaks for, continues to evolve with the dynamic nature of our economy and the labour markets that are part of that economy. This continued development at the Council has focused on five key attributes:

- Trust and Credibility;
- Leveraging Existing Relationships;
- Improving Efficiency through Measurement and KPIs;
- Demonstrating Impact; and
- Maintaining Focus.

The Council has invested a great deal of time and energy since its creation in developing a foundation for its work. That foundation has utilized trust and credibility as building blocks. As relationships have matured, this trust amongst stakeholders has become the glue that cements us together to ensure that we can work on a shared vision, with tangible results. Our mandate requires us to work in concert with other stakeholder groups to achieve results. We are confident that our work to date illustrates the importance of the bond of trust and credibility as it relates to the issues that we face as a sector.

The second point, that of leveraging relationships, is a value that drives our ongoing work, both strategically and tactically. This year, our new membership categories proved to be very popular, resulting in the increased engagement of the pillar associations and their members, individuals and organizations from other associations in the sector, and other stakeholders involved in both the supply and demand sides of our labour-market equation. Again, we looked to our 2005 HR study to provide direction to make our work as inclusive as possible, dealing with both functional and professional competencies, regional variations, and specific issues of interest to particular industries that rely on supply chain people and expertise. In every instance, we have reached out to see who does work in this area, with a goal to connect that work to our community. At times, this results in creating partnerships with like-minded organizations. At other times, it results in the identification of new product- or service-development opportunities.

We have continued to look beyond our own organization and current partners to others with whom we can share experiences and learn together. Over the last year, this objective has resulted in enhanced relationships with organizations such as the Ontario Ministry of Education, Enterprise Saskatchewan, and associations including the International Warehouse Logistics Association, the Healthcare Supply Chain Network and the Vancouver-based VanASEP Training Society.

To supply chain professionals, our third focus – on utilizing effective KPIs to measure performance – should be of no surprise. This year, we have included in our annual report a scorecard of the Council's KPIs, developed as part of the organization's strategic review and included in our Results Management Accounting Framework, which was updated during the fiscal year.



Having defined our benchmarks, our goal is to use them to guide resource deployment and develop further strategies to achieve our overall objectives. As this report indicates, our business processes for reporting on our KPIs have not yet caught up to the strategic direction we have identified. Look for improvements in this process over the next fiscal year!

Our fourth focal point, demonstrating impact, is the most challenging, but perhaps the most important of all. Have we made a difference? I would like to think that, over the past year, many stakeholders have noticed a “difference” due in part to our activities. For Calgary’s FLS Transportation Services, for example, the impact of our efforts is clear; the Council’s Career Focus Program has enabled the company to hire when it might not have otherwise. (See page 10.) For others, benefits from the Council’s work may be less dramatic but nonetheless valuable, coming in the form of tools for improved human-resources planning.

Over the coming year, we will be sharing with you our successes and identifying opportunities for improvement, in order that we can continue to grow together. As a CSCSC member or stakeholder, take a look at our monthly newsletters. If you belong to a pillar or other professional association, be sure to read our monthly reports, or ask your association for an update to Council activities. Let’s work together to increase use of Council-developed resources in your organization.

After all is said and done, the true measure of our success will be in our ability to help get the right people in place at the right time for supply chain organizations. I believe that our work provides significant input into this objective, both at the macro and micro levels. This impact would not have been possible without the input, dedication and active participation of members, directors, focus-group participants, contractors and staff. Together, we continue to make a difference.

Kevin A. Maynard, CAE
Executive Director, Canadian Supply Chain Sector Council

OVERVIEW

The Supply Chain Sector in Canada

Facts and Figures

As of 2009, there were approximately 744,760 people working in the supply chain sector within Canada, excluding truck drivers.

The annual labour-force growth rate of the supply chain sector was 2.1 percent from 2001 to 2009.

The sector added about 14,500 new jobs a year between 2001 and 2009. As well as an anticipated continuation of growth in new jobs, the sector is expected to face a vacancy rate of more than 80,000 jobs a year due to retirements and turnover.



Definition of Supply Chain

The Canadian Supply Chain Sector Council uses the definition of “supply chain” created by the Council of Supply Chain Management Professionals.

Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies.

Supply chain management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high-performing business model. It includes all of the logistics management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, finance and information technology.



Council Profile

The Canadian Supply Chain Sector Council is an all-stakeholder, not-for-profit organization responsible for the human resources strategy for the supply chain sector in Canada. The CSCSC is funded by the Government of Canada's Sector Council Program.

CSCSC Mission Statement

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.

"For small businesses, all the tools the Council offers are critical. In my old company, we didn't know where to start. However, organizations like Wal-Mart may have HR infrastructure, but we're open to outside ideas. Why wouldn't we be? (Everything) is constantly changing..."

Lesley Smith – Vice President, Logistics, Wal-Mart Canada Corp., Mississauga, Ontario

Sector Council Program

The CSCSC is one of 37 sector councils and sector-like organizations funded by the Government of Canada's Sector Council Program. Sector councils are permanent organizations that bring together representatives with different perspectives from key stakeholder groups in an industrial sector. Sector councils deal with human resources issues and share a commitment to identify and act on the skills needs that are most important to a given sector. By acting as a bridge between firms, and permitting collaboration and collective action on skills issues, sector councils promote economies of scale in addressing human resources challenges, which benefits all industry partners. The Government of Canada supports these initiatives as a facilitator, helping these groups come together and take ownership of their human resources issues. This sectoral approach is also an important platform for industry to engage the learning system on a national level, ensuring that the skills being developed are responsive and relevant to the needs of employers. More information about the Sector Council Program can be found at www.hrsdc.gc.ca/eng/workplaceskills/sector_councils/index.shtml.

The Alliance of Sector Councils

The CSCSC is a member of The Alliance of Sector Councils (TASC), the coordinating body for Canada's sector councils. Information about TASC is available at www.councils.org.



MEMBERSHIP

At a February 2009 Board meeting, the Council elected to change its by-laws to establish three membership classes: pillar association members, full members and associate members. While this change took place at the end of fiscal year 2009, its impact began to be felt in fiscal year 2010, after Industry Canada approved the by-law change and the Council was able to promote membership.

The Council's three classes of members are:

1. Associate members
2. Full members
3. Pillar association members

Membership in the Council at any level is free of charge.

Pillar association members are the six associations – APICS The Association for Operations Management, the Association of Canadian Community Colleges, CITT, the Canadian International Freight Forwarders Association, the Purchasing Management Association of Canada, and Supply Chain & Logistics Association Canada – that were formative in the Council's development, committed to the idea of a supply chain sector council before the CSCSC existed. Pillar association members, therefore, have a special status in the Council: each has a representative in perpetuity on the Board of Directors and full voting privileges. The pillar association members are not subject to change; no additional organizations will be promoted to this status.

Associate members are provided with access to all Council products and services, but have no voting rights in the Council. Individuals that are new to the Council join as associate members. At this level, they may participate in working groups or on committees, but are not eligible for membership on the Board of Directors. Any person that aspires to acquire voting rights or Board eligibility must first complete a year of associate membership, during which commitment to a Council activity or activities should be demonstrated. After a year at this level, an associate member may apply to become a full member.

Full members may vote at members meetings and are eligible to serve on the Council's Board of Directors.

As of February 2009, when the Council's membership program was initiated, all then-current Board members were named full members of the Council; each had been active with the Council for at least a year. All committee, working-group and focus-group participants were considered to be associate members; their involvement in Council work was deemed to be confirmation of their interest in membership.

Starting in February 2010, upon the one-year membership anniversary of the initial group of associate members, the Council put into place a procedure to determine, first, the eligibility of associate members who have completed a year of membership to become full members and, second, their interest in doing so.

At year end, on March 31, 2010, the Council had 210 full and associate members.



PROJECTS AND PROGRAMS

Career Focus Program

This wage-subsidy program helps employers hire new employees in supply chain roles. The employees must be post-secondary graduates – of university, college, association or private-sector programs – aged 30 or under.



The Council provides companies with a subsidy equal to one-third of the eligible participant's salary, to a maximum of \$12,750 over a maximum one-year work-experience period. The subsidy is paid in instalments throughout the period, with the amount calculated using payroll data for the participant.

To participate, a company enrolls in the program, then selects a candidate, completes an application form and, if approved, submits proof of wages paid in each pay period. Application approvals normally take one or two days.

The Council launched the Career Focus Program in 2009 and experienced a slow initial take-up, ending the year with just four participants. As of early June 2010, that number had risen to 13. We project having up to 24 participants by the end of fiscal year 2011. The program will end in March 2012.

“The support of the Career Focus Program gave us the extra confidence needed to hire someone without much experience in our industry. Our new team member has shown a great aptitude and some good early success. It would have been a little more difficult to make the hiring decision, and we may have held off adding a new person, if we did not have the help of the Canadian Supply Chain Sector Council. We are very happy with the program and, if it continues, we may be in touch and attempt a more-aggressive growth strategy, which would in turn get more young and talented people some practical experience in the logistics field.”

Dean Duffin – Branch Director, FLS Transportation Services, Calgary, Alberta

Education/Sector Council Partnership Project

Along with the Canadian Automotive Repair and Service Council (CARS), the CSCSC has been working with teachers and administrators at Lakeshore Collegiate in Etobicoke, Ont., in a Toronto District School Board (TDSB) education/sector council partnership. Focusing on essential skills and career awareness, the goal of this ongoing collaboration is to provide real-world information and experiences to students – and their parents – as they make critical decisions about their future paths. Lakeshore teachers and students have participated in several tours of local supply chain facilities, and are eager to explore opportunities for job-shadowing, mentoring, experiential learning, worksite visits, career fairs and more.

Through this project, the councils and educators have formed an Industry Partnership Network (IPN) with area employers that is anticipated to continue to be active well into the future, even as the ESCPP pilot project winds down in 2010 after a final symposium on May 13 and 14.

The IPN is working on a marketing piece that will be sent during the summer to employers in the school's local area asking them to provide experiential learning opportunities to students. It will also invite them to a lunch-and-learn session at the school in September, when they'll be further informed about the importance and benefits of these opportunities to both students and employers.

To help employers who sign on, the school will create a toolkit that will prepare them to have students in their workplaces, whether for a job-shadow day, a co-op assignment, or a class site visit.

The next IPN meeting will take place in September 2010.

One of the TDSB's goals with the ESCPP three-year pilot was to establish a model for education/industry collaboration that can be adapted for application anywhere in Canada.

Material Handler Skills Upgrading Project

Through this project, the Council has written five equipment-specific national occupational standards for material-handling occupations and expanded the National Accreditation Program to include material-handling training. The first applications for accreditation of material-handling offerings are to be reviewed early in fiscal year 2011 (May 2010). Subsequent applications will be reviewed by the Accreditation Review Panel (ARP) on a quarterly basis, along with more-general supply chain-related programs and courses.

Three material-handling subject-matter experts joined the ARP to enhance the group's ability to assess material-handling offerings.

The Council's accreditation of material-handling courses is expected to enable employers to access recognized training to ensure that workers have the skills and knowledge they need to safely and efficiently perform their jobs.

MicroSkills' Supply Chain Awareness Program for Employment

MicroSkills, a Toronto-based non-profit organization that provides settlement and employment services to individuals – in particular immigrants, youth, people from visible minorities, and low-income women – completed Phase I of its Supply Chain Awareness Program for Employment (SCAPE) project in early 2010. Through the two-year awareness and employment project, MicroSkills undertook to increase the participation of internationally trained individuals (ITIs) in the supply chain sector, and succeeded. As of March 31, 2010, 232 project participants – more than the hoped-for 225 – had completed the program. Of those, 70 had been placed in jobs in their field and 38 had jobs in related fields. While the placement levels are lower than desired, the outcome isn't surprising given the recession's impact on hiring during the project's term.

"SCM benefits in many ways from the partnership with Lakeshore Collegiate. Not only do we benefit in being able to open the minds of students to the broad array of career opportunities within the supply chain profession, but we are also able to use the experience as a development opportunity for our Team Members.

By inviting students to interact with SCM through site visits and career fairs or through being guest speakers, our Team Members are able to develop their interpersonal skills and add diversity to their work day."

Sher Zaman – HR Director, SCM Canada, Mississauga, Ontario



Since 2008, the Council has been an advisory and sector liaison partner in the SCAPE program. As well as being a member of the program advisory committee, the Council has helped to attract other appropriate members to that committee, to involve several of the pillar associations in the program, to offer monthly introduction-to-the-supply-chain presentations to incoming program participants, and to interest employers in participating.

MicroSkills recently received funding to carry on for another year with a modified version of the SCAPE project. The Council will continue to be involved in the project.

National Accreditation Program

In August 2009, the Council launched its National Accreditation Program (NAP) for supply chain-related educational offerings, and announced the first seven accredited programs two months later. By the end of the fiscal year, in March 2010, 14 programs had been accredited through three rounds of application review.

Accredited programs and courses meet all of the Council's standards for accreditation, developed by the Council in partnership with CSA Standards and with significant input from supply chain stakeholders. The Accreditation Review Panel (ARP) convenes four times a year to consider submissions received by the Council during the preceding three months.

As noted above, the NAP has been expanded to also evaluate material-handling training (see Material Handler Skills Upgrading Project section). After the completion of a separate pilot review of material-handling submissions, the ARP will review all NAP applications (i.e., those related to material-handling training and those for supply chain-related courses and programs) together on a quarterly basis.



Occupational Standards Phase II Project

In 2009, the Council completed Phase I of its Occupational Standards Project with the unveiling of 15 national occupational standards developed through a rigorous, but speedy best-practices approach. Working in partnership with CSA Standards, the Council was able to create the 15 standards in only 18 months, while the norm for development of an individual occupational standard ranges from three to four years.

Embarking on Phase II of the project later in 2009, the Council was pleased to work again with CSA Standards, enabling an immediate start making use of processes developed in the first phase of the project. In Phase II, occupational standards will be written for those of the 26 NOC codes that identify occupations within the sector that have not yet been profiled. They will again be created through a fast-tracked writing and validation process.

Outreach Project



This project will result in a two-year communications plan, developed by the Council's Marketing and Communications Committee with the help of consultant HyperActive Communications, and marketing collateral determined to be missing from the Council's arsenal. In another vein, the project is also expected to lead to increased use of Council products; funding has provided for the hiring of an Outreach Coordinator whose main responsibility is to present information to employers on the Council's resources through one-on-one and small-group sessions. This approach is intended to allow for discussion related to the real and specific needs of an employer and how they can be met using Council tools.

Recruitment and Retention Project

The objective of this project is to help supply chain employers meet their labour demand by improving their hire and retention rates, as well as productivity levels. Recruitment and retention tools developed through the project will be designed to help them accomplish this goal. Those tools will be:

- A video for use in both increasing awareness of supply chain careers and recruiting and retaining appropriately qualified employees;
- A suite of case studies detailing best practices in the recruitment and retention of skilled workers and professionals in the sector;
- A presentation package that includes sector information and recruitment and retention how tos for use at supply chain-related events; and,
- A group of trained industry facilitators to provide instruction on use of the tools.

Although it's difficult to capture the essence of the supply chain in a way that satisfies all stakeholders, we have attempted to do just that with the video. After much consultation with practitioners in all sorts of roles and from across Canada, we've come up with a video that illustrates the excitement, pace and variety of work in the sector. The video is intended to be used to open discussion, not sum it up.

"CSCSC is a benefit beyond just my organization, out to the entire Manitoba infrastructure and transportation departments. The Council, through tools like its site, links me up with people who have specialized knowledge in specific SC areas of interest."

Darren Christle – Executive Director, Motor Carrier Division, Manitoba Infrastructure and Transportation, Winnipeg, Manitoba

Participation in Career Fairs

Thanks to the help of many volunteers, the Council is able to participate in three major career and education events each year. The National Job Fair in Toronto, held in the spring and fall, attracts between 10,000 and 12,000 attendees at each show. Montreal's National Education Fair attracts up to 25,000 students, teachers and parents, as well as those seeking continuing-education information. The Council's booth at each of these events is manned by a team of up to 20 volunteers and Council staff. Many of the volunteers sign on through the efforts of the Council's pillar association members.

The Council exhibits at many smaller career and industry events across Canada throughout the year.



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement

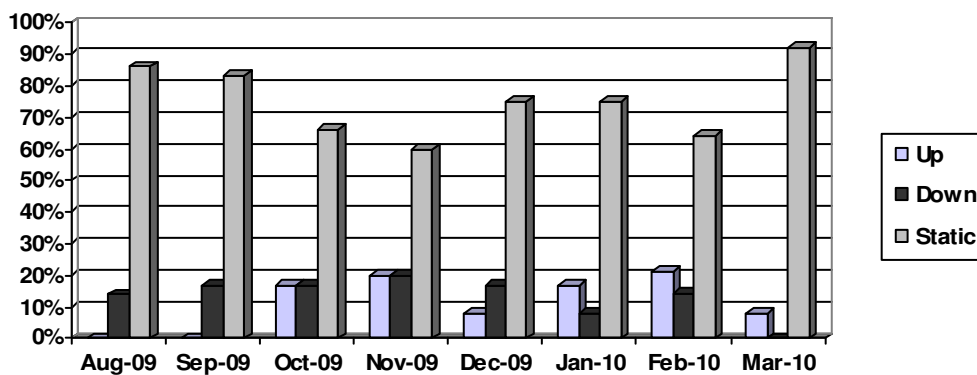
HR-Trends Surveys

Since August 2009, the Council has been engaged in a sector-council-wide initiative designed to provide key stakeholders with insight into what is happening on the human-resources front across all sectors. The four-question survey is easy to complete, and has been met with positive response, particularly from the federal government, which sees it as a bellwether of economic activity in Canada.

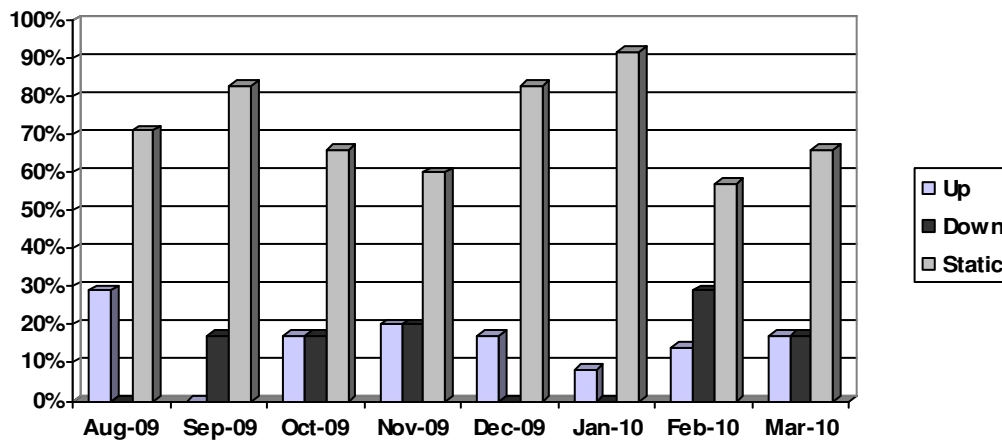
At the Council, we see the HR-trends surveys as a supplement to the “Perspectives from the Field” section of our LMI Toolkit, which has not had the same amount of success.

Results of the surveys to our fiscal year end are shown below.

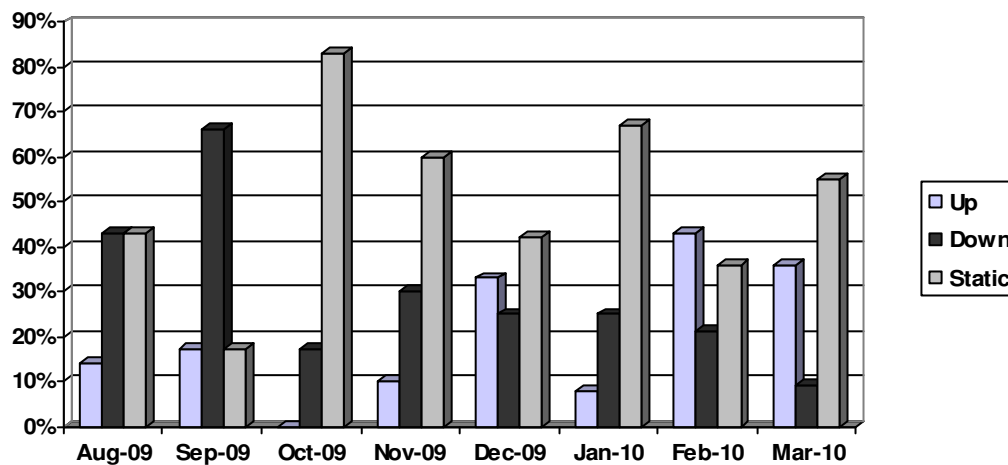
“Do you anticipate that hirings or recalls in your organization will be up, down or static over the next month?”



“Do you anticipate that layoffs in your organization will be up, down or static over the next month?”



“Is your organization’s planned investment in training over the next month higher, lower or the same as last year this time?”



The survey’s fourth question requires a narrative response. It is: “In relation to the above three questions, what do you consider to be the key challenge facing your organization at the moment and what are the HR implications?” Given the economic downturn during the period since the surveys began, answers to this question have repeatedly focused on dealing with impacts of the recession. Comments in this area have been as follows:

- Market shrinkage.
- Maintaining skilled staff during a period of economic recovery. Being overstaffed in the interim.
- Poor morale.
- If the economy rebounds fast, we will be scrambling to meet people requirements.
- Until there is a sustained improvement in sales, there will be no opportunity for hiring/training.
- Are we hiring for the short term or for a sustained recovery? This issue causes indecision in the hiring process.
- Long-term decisions are being delayed, resulting in hirings/trainings being delayed, which will eventually lead to a bottleneck.
- Pressure on costs; need to improve productivity.
- Timing will be everything. The challenge is to be able to read the market most accurately in order to adjust production and operational support in timely basis to support the demand.
- The speed of recovery could put severe pressure on having trained folks to handle the surge.
- As there is more staff attrition, we are not providing for a smooth transition of the managerial workforce.

Responses that reflect more-ongoing concerns have been:

- Finding and retaining skilled people, and keeping them engaged.
- Finding training.
- Competing with U.S. skills drain.
- The key challenge is to manage seasonal demand. The HR implication is that we use temporary staff, and it is sometimes difficult to find quality people, and to provide enough training on specialized equipment in a short time period.
- Knowledge transfer and having the time of senior managers to work with junior staff. The risk increases without the proper mentoring.



RESOURCES AND TOOLS

Education Compendium

This online database is a fairly comprehensive listing of the supply chain-related educational offerings of post-secondary institutions and associations across Canada. While the compendium is currently available in two PDF databases, in coming months it will become a more-interactive, web-based tool.



LMI Toolkit

The online Labour Market Information Toolkit, launched in 2009, is proving to be an important component of the Council's offerings.

The annually updated Canadian supply chain labour market data is especially well-received wherever it is presented. The user's ability to dissect the data provides detailed information, both current and historical, on particular roles in particular geographic areas, useful to job developers and seekers, education-curriculum planners and employers. For the latter group, the tool's ability to segregate data by NOC code, city and two-to-four-digit industry code enables them to determine the relative size of the labour pool in locations across Canada. This information allows them to make proactive decisions based on historical trends in their industries. If they are thinking about expanding their facilities, servicing additional clients or changing their business model by, for example, shifting away from the use of temporary help to hiring more of their own employees, then an understanding of the Toolkit data could be very helpful.

Supply chain-specific Government of Canada Job Bank information available in the Toolkit can be used to understand labour demand in the sector, assess local and regional market conditions, and gather wage and salary information. Again, such information is useful to a variety of stakeholders.

National Occupational Standards

The Council has, as noted above, created to date 20 national occupational standards, five for equipment-specific material-handling roles and 15 for other supply chain occupations. Another 13 standards are being developed through the Occupational Standards Phase II Project. At an average of 8 to 12 pages in length, the CSCSC's standards are short, concise and easy to use.

Occupational standards provide a framework for the development of good practice, whether it is in the area of human-resource management, curriculum development or career planning. They describe what a person in a particular occupation must know and be able to do to be considered "competent" at that occupation.

Employers, educators and trainers, and employees and job seekers can all make use of occupational standards to enhance their efforts in the supply chain. The Council itself has made use of these standards in the development and implementation of its National Accreditation Program.

Using Occupational Standards

Employers

- Develop job descriptions
- Target their recruitment and selection efforts
- Plan education and training for employees
- Guide mentoring programs
- Create benchmarks for use in evaluating employee performance
- Establish succession plans
- Improve their human-resources planning

Employees or Job Seekers

- Identify the skills and knowledge they need to take on new occupational roles
- Learn about the personal qualities that make for good employees in particular positions
- Assess their qualifications for the jobs in which they're interested
- Determine their training or education needs
- Identify career paths

Educators and Trainers

- Understand employers' needs
- Design the curriculum for their training and educational programs
- Provide focused offerings with relevant learning outcomes

“We feel confident in the NAP process and believe that it is an asset to our marketplace and industry. The Accreditation Review Panel is extremely thorough; this shows us that the end result will be validity to the accreditation itself. We have submitted five programs and have successfully attained accreditation for one of them, and are eagerly anticipating the accreditation of our remaining four submissions. We are the only national material-handling equipment dealer in Canada and have been interested in national initiatives; we are pleased with the results of both the MHSU Project and the ARP efforts and successes.”

Paul M. Pires – National Operator Training Manager, Johnston Equipment, Mississauga, Ontario

Virtual HR Department

The Council's VHRD is an online resource to help, in particular, small and medium-sized supply chain companies to handle a wide range of human resource functions. The VHRD contains tools and information an employer needs to attract, retain and develop its workforce. Policy samples and templates, how-to procedures, forms and other useful tools are provided to assist employers in:

- Recruitment and selection
- Employment policies
- Compensation and benefits
- Training and development
- Managing performance
- Reward and recognition

Downloadable tools can be customized for use in everyday HR functions. Using the VHRD's tools enables the owners and staff of companies with limited HR expertise to focus mainly on their core business by spending less time dealing with HR issues.



MEASURING SUCCESS

The Council has established key performance indicators (KPIs) to measure both its impact generally and the effectiveness of its communications efforts. Available results for fiscal year 2010 are shown below. Others are to be gathered through surveys and studies that are expected to begin in fiscal year 2011.

Key Performance Indicators Related to Overall Impact

Indicators	Results
Number of employees in the sector	744,761, at year end 2009 <i>See data in Council NOC data tool</i>
Number of new employees (i.e., less than two years of experience in the sector)	24,450 <i>Derived from data in NOC data tool</i>
Number of graduates of supply chain management training programs	<i>Process for collecting data related to this KPI is currently under development</i>
Percentage of employers that report utilizing tools and best practices identified by CSCSC	<i>Process for collecting data related to this KPI is currently under development</i>
Number of employees with more than five years of Canadian experience in the sector	66,365 <i>Derived from data in NOC data tool</i>
Percentage of sector employees who are new hires / level of hiring of youth, newcomers and other under-represented groups	<i>Process for collecting data related to this KPI is currently under development</i>
Number of employers using CSCSC-developed common occupational standards	<i>Process for collecting data related to this KPI is currently under development</i>
Percentage of training programs accredited by CSCSC	3.5 percent, or 14 of 394, of the programs included in the Council's education compendium were accredited by year end
Enrolment in supply chain management training programs	<i>Process for collecting data related to this KPI is currently under development</i>
Percentage of employers with employee training programs related to occupational standards	<i>Process for collecting data related to this KPI is currently under development</i>
Number of requests for CSCSC products	<i>See information below related to utilization of Council career information</i>
Number of participants in CSCSC committees, working groups and focus groups	245
Dollar value of Council funding from non-HRSDC sources (including in-kind contributions) and number of volunteer hours contributed by participants	In-kind contributions: \$263,320.00 In-cash contributions: \$14,333.58 NAP fees: \$1,500.00 Volunteer hours: 5,244



Narrative/list/milestones describing policy changes influenced

Participated throughout the fiscal year as a partner of the Asia Pacific Gateway Skills Table, working through our LMI, NAP and NOS projects to influence efficiencies through the Skills Table and its partners;

Provided intelligence to HRSDC and other federal government departments through the participation of sector representatives on the HRSDC Reference Group;

Provided analytical information from our sector regarding HR trends to assist HRSDC in reacting to the economic slowdown and subsequent recovery;

Provided input to the development of the Government of Alberta's Workforce Strategy in Supply Chain and Logistics, and became part of the Industry Contributor Group responsible for the implementation of that initiative;

Assisted Canada's First Nations and Aboriginal committees in developing relationships with the sector that have resulted in two specific outcomes related to procurement: the first, a guideline to encourage firms to utilize Aboriginal and First Nations suppliers; and, the second, aimed at developing procurement expertise amongst Aboriginal and First Nations peoples;

The Council continued to push for the development of High Skills Majors in the Province of Ontario that reflect the scope and depth of career appointments in supply chain beyond the Manufacturing and Transportation High Skills Majors as currently defined by the Ontario Ministry of Education; and

The Council continued to provide guidance to HRSDC on the revision to National Occupational Classification (NOC) codes due by March 2011. Work completed to date in the development of the NOC codes has identified areas of strength and potential weakness in the current system, and these gaps have been duly noted.



Utilization of CSCSC career information (copies of items distributed at events)	Career-awareness brochure:	1,600
	Career chart	2,500
	Education/career resources handout	1,550
	Current projects/programs handout	1,200
	Facts & figures handout	1,200
	Website business card	1,100
	Pocket folder with inserts	70
	NAP brochure	75
	LMI brochure	100
	Occupational standards brochure	50
	VHRD brochure	900
	VHRD disks	350
	Career Focus Program handout	600
Pillar association handout	150	



THE YEAR AHEAD

In November 2009, the Council pitched just one proposal to HRSDC for project funding, looking to receive approval to update the 2004/2005 supply chain sector study. Proposals for two projects – one involving the engagement and inclusion of Aboriginal and First Nations peoples in the supply chain, and the second involving primary research on the role of older workers in our business – submitted the previous year remain under consideration.

Our objective in proposing to conduct a new sector study is to focus on the challenges that employers face now that were not an issue earlier in the decade. The recession, the impact of fuel pricing, market volatility, ever-increasing cross-border security requirements, sustainability and carbon-footprint issues were largely non-existent back then. In addition, having essentially dealt with the recommendations of the original study, the Council now needs a new business plan. In order to focus the Council's work on real needs, updated research is essential.

With ongoing projects and programs, the Council is certainly busy. In addition, we anticipate receiving approval of one or more of the proposed projects. By submitting only one new funding proposal, the Council's Board of Directors recognizes a need to focus, to do the things we're doing well.



BOARD OF DIRECTORS

Name	Title	Organization	City
Jim Bergeron	Director of Distribution	Lafarge Canada Inc.	Calgary, Alta.
Don Borsk (<i>Chair</i>)	Chief Operating Officer	Metro Retail Supply Chain Solutions	Concord, Ont.
Darren Christle ¹ (Vice Chair)	Executive Director, Motor Carrier Division	Manitoba Infrastructure and Transportation	Winnipeg, Man.
John Gauvreau	Director of Investments, Health and Social Services Department	Government of Quebec	Quebec City, Que.
Fergus Groundwater	Program Lead – Global Trade Management Centre of Innovation	Export Development Canada	Ottawa, Ont.
Dwayne Hihn (Vice Chair)	President	Manitoulin Global Forwarding	Mississauga, Ont.
Frances Humphreys	Manager, Career Services, School of Business & Economics	Wilfrid Laurier University	Waterloo, Ont.
Flavia luston-Blair ²	Graduate Programs		
	Human Resources Director, Canada	Panalpina Inc.	Mississauga, Ont.
Susan Krausz ³	Associate Dean, Applied Technology	Humber College Institute of Technology & Advanced Learning	Toronto, Ont.
Maria Lindenberg	Vice President, Procurement	Chevron Global Downstream LLC	San Ramon, Cal.
David McCormick	Managing Partner	Pivotal ACTION FORCE Industrial Staffing Solutions	Mississauga, Ont.
Richard Moore	President & CEO	Halifax Employers Association	Halifax, N.S.
Hervé Pilon ⁴	Directeur général	Cégep André Laurendeau	Montreal, Que.
Lesley Smith	VP, Logistics	Wal-Mart Canada Corp.	Mississauga, Ont.
Pam Somers ⁵	Director, Canadian District	APICS The Association for Operations Management	Waterdown, Ont.
Observers:			
Ed Arial	Senior Analyst, Sector Partnership Division	Human Resources and Skills Development Canada	Gatineau, Que.
Philippe Richer	Associate Director, Service Industries and Consumer Product Branch	Industry Canada	Ottawa, Ont.
<i>Ex officio Member:</i>			
Kevin Maynard	Executive Director	Canadian Supply Chain Sector Council	Mississauga, Ont.

Pillar Association Representatives on CSCSC Board:

1. representative of CITT
2. representative of Canadian International Freight Forwarders Association
3. representative of Supply Chain & Logistics Association Canada
4. representative of Association of Canadian Community Colleges
5. representative of APICS The Association for Operations Management

Note: The Purchasing Management Association of Canada is also a pillar association member of the CSCSC, with the right to be represented on the CSCSC Board.



ORGANIZATIONS INVOLVED IN COUNCIL ACTIVITIES

Many companies, education and training providers, associations, government agencies and departments are involved in the Council's work. We thank the following organizations for their contributions. We hope to have captured here all organizations involved on the Board, on committees and working groups, in focus groups and career fairs, and apologize if we have omitted any participants.

AMD Markham
APICS The Association for Operations Management
Agile Logistics Inc.
Analytix Consulting
Asia Pacific Gateway Skills Table
Assiniboine Community College
Association of Canadian Community Colleges
Association Sectorielle Transport Entreposage
Atripco Delivery Services
BCG Logistics Group
Bayside Consulting Inc.
Bellville Rodair Customs Brokers Inc.
Bellville Rodair International
Berendt Logistics Management Inc.
Brink's Canada Limited
British Columbia Institute of Technology
CGI Group Inc.
CITT
C. W. Henderson
Calgary Catholic School District
Calyx Transportation Group Inc.
Camo-route inc.
Canaan Transportation Group Inc.
Canadian Grocery HR Council
Canadian International Freight Forwarders Association
Canadian Materials Handling & Distribution Society
Canadian Pacific Logistics Solutions
Canadian Standards Association
Canadian Tire Corporation Limited
Cangene Corporation
Capgemini / Inergi LP
Caravan Logistics Inc.
Cégep André-Laurendeau
Celestica
Centennial College School of Business
CEVA Logistics
Champlain College
Chevron Global Downstream LLC
City of Calgary

Clearwater Seafoods Limited Partnership
Commercial Safety College
Compufreight Services Limited
Conestoga College Institute of Technology and Advanced Learning
Cornerstone Leadership Solutions
Creebank Transport
DHL Global Forwarding (Canada) Inc.
DRT Logistics Inc.
DTA Services Ltd.
DAJE Consulting Group
Danex Systems Limited
David Luton & Associates Inc.
Deb Dispensing Inc.
Deloitte
Deloitte Supply Chain Management
EB Games Canada
East Penn Canada
ELLE and Associates Inc.
Enmax
Euroworld Transport System Canada
Export Development Canada
Fastlane Americas
Formalourd
Formation Professionnelle D.J. Inc.
Fort Gary Industries
Freshwater Fish Marketing Corporation
GHY International
G.N. Johnston Equipment Co. Ltd.
GS1 Canada
G2 Logistics Inc.
George Kelk Corporation
Georgian College of Applied Arts & Technology
Global Distribution & Warehousing
Government of Quebec
Growmark Inc.
HCL America, Inc.
HR Impact
Halifax Employers Association
Halifax Port Authority
Hansler Industries Ltd
Hays Specialist Recruitment Canada – Logistics
Healthcare Supply Chain Network



Hewitt Equipment Limited
Hopewell Distribution Services Inc.
Hudson's Bay Company
Human Resources and Skills Development Canada
Humber College Institute of Technology &
Advanced Learning
Hyphen Freight Brokerage, Inc.
I.E. Canada, The Association of Importers and
Exporters
I.U.O.E. International
Ice River Springs Water Co.
Industrial Accident Prevention Association
Industry Canada
Infrastructure Health & Safety Association
Inolence Inc.
Inter Global Logistics Inc.
Ipex Management Inc.
IVES Training Group
J. H. Ryder Machinery Ltd.
Johnson & Johnson
KPMG
L'Oreal Canada Inc.
Lafarge Canada Inc.
Lanxess Inc.
The Learning Enrichment Foundation
Liftow Limited
Livingston International
Loblaw Companies Ltd.
Logfret Inc.
Logixsource Consulting Ltd.
Lynden International Logistics Co.
Mabe Canada
Maetrans Logistics Inc.
Maersk Canada Inc.
Manitoba Infrastructure and Transportation
Manitoulin Global Forwarding
Maple Leaf Foods Inc.
The Marco Corporation
Mark's Work Warehouse Ltd.
Mars Canada Inc.
Mega Group Inc.
Metro Canada Logistics Inc.
Metro Retail Supply Chain Solutions Inc.
Meyers Transportation Services
Micro Organizational Behaviour
MicroSkills
Milgram International Shipping
MOKUM International Logistics
Monsanto Canada Inc.
The Montreal Cartage Company
Mount Royal University
National Fast Frieght
Nestlé Canada Inc.
New Brunswick Community College – Dieppe
New Flyer Industries Limited

NewCom Media Quebec Inc.
NewPage Corporation
NOVA Chemicals Canada Inc.
O.E. Local 115 Training Plan
Obsidian Consulting
Ontario Ministry of Economic Development
Ontario Ministry of Transportation
Ontario Power Generation
Ormed Information Systems Ltd.
Panalpina Inc.
Petro-Canada Inc.
Pivotal Integrated HR Solutions
Plains Marketing Canada, LP
PricewaterhouseCoopers
Purchasing Management Association of Canada
Purolator Courier Ltd
RSM Richter Consulting
Recochem Inc.
Richardson Foods, A Division of Heinz Canada
Robert Transport
Rook Safety Services
Rutherford Global Logistics
Ryder Logistics
SAIT Polytechnic
Saint John Port Authority
Savino Del Bene Corp. Canada
Schenker of Canada Limited
Schulich Executive Education Centre, York
University
Shared Services West Regional Materials
Management
Sheridan Institute of Technology and Advanced
Learning
The Shopping Channel
Software AG (Canada) Inc.
Soul Systems
Spectrum Supply Chain Solutions
Standard Textile
Sterling Agility
Sterling Operations Logistics Ltd.
Summit Logistics
The Sun Products Canada Corporation
Superior Propane
Supply Chain Network
Supply Chain Systems Ltd.
Sure Track
TSI Group Inc.
Taiga Building Products
Tembec Inc. – Spruce Falls Division
3M Canada Company
Tim Moore Associates
Toronto District School Board
Toyota Canada Inc.
Traduction AlteraVox
Transall Group of Companies



TransCore Link Logistics Corporation
Trans-Logic Executive Search Group Limited
TransX Group of Companies
UFCW
UPS Canada
UTi Canada Inc.
Unique Personnel Services
University of British Columbia
University of Guelph
University of Manitoba, Asper School of Business
University of Victoria
The Van Horne Institute

Varmelous Industries Inc.
Vera E. Taylor Consulting Services
Versa Cold Group
Vicwest Income Fund
Wal-Mart Canada Corp.
West Monroe Partners, LLC
Wheels Group
Wilfrid Laurier University
Williams Machinery
Wills Transfer Limited
XTL Logistics Inc.



FINANCIAL STATEMENTS



CANADIAN SUPPLY CHAIN SECTOR COUNCIL

Balance Sheet

As at March 31	2010	2009
Assets		
Current		
Cash	\$ 16,255	\$ 162,018
Due from Human Resources and Skills Development Canada (note 7)	39,419	-
GST receivable	6,985	18,312
Prepaid expenses	14,792	8,890
	77,451	189,220
Capital assets (note 4)	29,452	33,016
	\$ 106,903	\$ 222,236
Liabilities and Retained Earnings		
Current		
Accounts payable and accrued liabilities	\$ 48,056	\$ 142,468
Due to Human Resources and Skills Development Canada	14,927	33,847
Deferred HRSDC contribution	10,799	10,506
	73,782	186,821
Deferred HRSDC capital contribution (note 5)	29,452	33,016
	103,234	219,837
Net assets	3,669	2,399
	\$ 106,903	\$ 222,236

Commitments (note 6)
Contingent liabilities (note 7)

See accompanying notes to financial statements.

On behalf of the Board
 Director
 Director



CANADIAN SUPPLY CHAIN SECTOR COUNCIL
Statement of Operations

Year ended March 31	2010	2009
Revenue		
HRSDC contribution	\$ 1,050,412	\$ 1,226,819
Other contributions	1,525	1,000
Interest	236	16
Amortization of deferred capital contributions	16,263	11,930
	1,068,436	1,239,765
Expense		
Accounting and data support	30,559	30,542
Amortization	16,263	11,930
Bank charges	1,267	1,078
Communication	55,139	87,667
Facilitation	4,235	68,378
GST expense	14,650	18,269
Hospitality	9,156	10,642
Meeting room rental	8,965	9,756
Office	25,670	22,480
Occupancy	30,624	27,797
Printing	10,671	9,912
Project consultants	246,937	282,047
Project coordinator	71,784	85,274
Professional fees	5,855	12,287
Salaries and wages	419,754	371,445
Staff recruitment	195	-
Translation	20,479	24,058
Travel	88,450	161,965
Training and development	6,513	4,050
	1,067,166	1,239,577
Excess of revenue over expenses for the year	1,270	188
Net assets, beginning of year	2,399	2,211
Net assets, end of year	\$ 3,669	\$ 2,399

See accompanying notes to financial statements.

To see a full copy of the Council's audited financial statements for FY2010, including notes, go to the Council Publications – Monthly and Annual Reports page of the Council's website, at www.supplychaincanada.org.



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement

NATIONAL OFFICE

Location and Contact Information

1100 Central Parkway West, Suite 17-1, Mississauga, Ontario L5C 4E5

Telephone: 905-897-6700, 1-866-616-3468 (Canada only)

Fax: 905-897-1100

www.supplychaincanada.org

Staff

Executive Director	Kevin A. Maynard	kmaynard@supplychaincanada.org Phone extension: 224
Program Manager	Beverly Myers	bmyers@supplychaincanada.org Phone extension: 226
Marketing and Communications Manager	Kim Biggar	kbiggar@supplychaincanada.org Phone extension: 222
Administration Coordinator	Flora Salema	fsalema@supplychaincanada.org Phone extension: 223
Administrative Assistant	Margie Stefanich	mstefanich@supplychaincanada.org Phone extension: 100

Project Staff

Outreach and Marketing Coordinator (Outreach Project)	Lorraine Chambers	lchambers@supplychaincanada.org Phone extension: 302
Project Manager, Career Focus Program	Sheryl Keenan	skeenan@supplychaincanada.org Phone extension: 301
Project Manager, Occupational Standards Project	Heather MacNeil	Phone extension: 304
Project Manager, Recruitment and Retention Project	Beverly Myers	bmyers@supplychaincanada.org Phone extension: 226
National Accreditation Program Coordinator	Robert Rivard	rrivard@supplychaincanada.org Phone extension: 303
Project Manager, Material Handler Skills Upgrading Project	Dale Ross	dross@supplychaincanada.org Phone extension: 300

