



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.)

<b>Position:</b>	<b>MATERIALS MANAGER</b>
<b>Description of Position (As defined by the CSCSC Stakeholder Community)</b>	<i>Managers who plan, organize, direct, manage, evaluate, and are responsible for the material management activities and budget of an organization, including the identification of opportunities for operational improvements. This includes supervising and coordinating the activities of Supervisors of Material Handlers and Material Handlers.</i>
<b>Position Development</b>	Advancement to senior management positions is possible through progressively responsible positions and management experience.
<b>Required Qualifications:</b>	<b>(Education, Training, Related Work Experience)</b>
<b>Education</b>	A bachelor's degree or college is usually required. A combination of related training and considerable experience may be considered an equivalent. Materials Managers responsible for units requiring specialized materials may require a related degree or diploma.
<b>Training</b>	Individuals generally require some on-the-job training; however, typically organizations require that the individual will already have the required skills, knowledge, work-related experience, and/or training.
<b>Related Work Experience</b>	Several years of progressively responsible experience in supply chain related occupations is usually required.
<b>Tasks:</b>	
<b>Materials Managers perform some or all of the following tasks</b>	<ul style="list-style-type: none"> <li>• Plan, organize, direct, manage and evaluate the material management activities and budget of an organization</li> <li>• Conduct material management related inventory management and purchasing, production management, and warehousing planning functions, as required by the organization</li> <li>• Develop and communicate material management policies and procedures</li> <li>• Direct and manage corporate governance and regulatory compliance procedures related to material management operations</li> </ul>

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	<ul style="list-style-type: none"> <li>• Analyze market and delivery systems to assess present and future material availability</li> <li>• Develop and implement profit improvement plans and change management plans</li> <li>• Develop key performance indicators to measure the effectiveness of the material management operations</li> <li>• Conduct investigations to determine causes of material management related accidents and to improve safety procedures</li> <li>• Direct investigations to verify and resolve customer complaints</li> <li>• Perform managerial functions, such as preparing proposals and budgets, analyzing labor costs, and writing reports</li> <li>• Perform day to day administrative tasks such as maintaining files and processing paperwork</li> <li>• Remain current with the latest material management tools and technology and procedures</li> <li>• Maintain open dialogue with other management to coordinate activities and improve performance and productivity</li> <li>• Interview, select, coach, train, manage, and appraise the performance of material management personnel</li> <li>• Mentor select material management staff</li> <li>• Design and implement team building exercises</li> <li>• Develop constructive and cooperative working relationships and maintain them over time</li> </ul>
<b>Tools and Technology:</b>	
	<ul style="list-style-type: none"> <li>• Computer Hardware and Associated Software (i.e. database user interface and query, electronic mail, enterprise resource planning, inventory, warehouse management systems, procurement, project management, spreadsheet, word processing, presentation, human resources, financial and accounting, value stream mapping, process improvement)</li> <li>• Communication Devices</li> </ul>
<b>Required Competencies:</b>	<b>(Knowledge, Skills, Personal Attributes)</b>
<b>Knowledge</b>	A Materials Manager should have knowledge of applicable regulations and standards, administration and management, production and processing, engineering and technology, customer and personal service, material handling tools and technology, chemistry, mathematics, physics, personnel and human resources, economics and accounting, computers and electronics, English language, and

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	other languages as required.
<b>Skills</b>	A Materials Manager should have the following skill sets: management of material resources, reading comprehension, active listening and learning, science, critical thinking, writing, complex problem solving, judgment and decision making, troubleshooting, time management, and operations analysis.
<b>Personal Attributes</b>	<b>(Abilities, Work Values, Work Styles)</b>
<b>Abilities</b>	The following abilities are important to the role of Materials Manager: oral expression and comprehension, written expression and comprehension, speech clarity and recognition, inductive and deductive reasoning, problem sensitivity and conflict resolution.
<b>Work Values</b>	Individuals who will succeed in this position: <ul style="list-style-type: none"> <li>• develop and maintain working environments that are health and safety conscious,</li> <li>• lead by example and offer supportive management,</li> <li>• empower employees to work independently, and</li> <li>• empower employees to create a collaborative work environment.</li> </ul>
<b>Work Styles</b>	The following work styles are attributable to a Materials Manager: attention to detail, analytical thinking, dependability, leadership, initiative, innovation, stress tolerance, adaptability/flexibility, and cooperation.
<b>Essential Skills Profile:</b>	<p>Essential Skills are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. For more detailed essential skills profiles please refer to the HRSDC website: <a href="http://www.hrsdc.gc.ca/eng/workplaceskills/LES/index.shtml">http://www.hrsdc.gc.ca/eng/workplaceskills/LES/index.shtml</a></p> <p>The Human Resources and Skills Development Canada (HRSDC) Essential Skills Research Project focused on occupations requiring a secondary school diploma or less and on-the-job training. As such a formal Essential Skills Profile for the occupation of Materials Manager has not yet been created by HRSDC.</p> <p>The following section contains essential skills information identified in existing occupational standards and classified using the nine Essential Skills categories. Note that the content is not associated with HRSDC and the Essential Skills Research Project.</p>
<b>Reading Text</b>	<ul style="list-style-type: none"> <li>• Frequently read text in both print and non-print media <ul style="list-style-type: none"> <li>✓ trade magazines</li> <li>✓ newsletters</li> <li>✓ periodicals</li> <li>✓ material management documentation</li> <li>✓ collective agreements and contracts</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>✓ resumes</li> <li>✓ performance reports</li> <li>✓ staff schedules</li> <li>✓ meeting minutes</li> <li>✓ requests or complaints</li> </ul> <ul style="list-style-type: none"> <li>• Read and interpret dense and complex texts, and have ability to make high-level inferences using specialized knowledge             <ul style="list-style-type: none"> <li>✓ policies and procedures</li> <li>✓ trade terms</li> <li>✓ international standards</li> <li>✓ regulations (e.g. labour, health and safety, dangerous goods, spill incidents, other material management related)</li> <li>✓ instructional and managerial technique products</li> </ul> </li> <li>• Frequently read paragraph length text in charts, tables and graphs</li> </ul>
<b>Document Use</b>	<ul style="list-style-type: none"> <li>• Documents produced and/or used may include forms, graphs, charts, lists, tables, schematics, drawings, schedules, reports, labels, warning signs, information signs, maps, accounting and financial statements, etcetera, in both print and non-print media</li> <li>• Must be able to read simple to complex documents in which considerable inference may be required</li> <li>• Must be able to read/interpret, and write/complete/produce documents</li> <li>• Specialized knowledge of the content of the document may be required; multiple pieces of information from multiple sources are synthesized; the quality of information may be evaluated for accuracy and omissions</li> </ul>
<b>Writing Skills</b>	<ul style="list-style-type: none"> <li>• Write notes to senior management regarding material management operational performance, to document problems requiring attention, requests for resources, health and safety reports, etcetera</li> <li>• Write material management policies, including determination of safety procedures for the management of dangerous goods, and ensure compliance with all applicable regulations</li> <li>• Write on a variety of topics including company policy, material management incidents, as well as responses to complaints</li> <li>• Write contractual agreements and performance evaluations</li> <li>• Revise writing of others for factual accuracy, grammar, spelling and effectiveness</li> <li>• Write reports to the staff, senior management, the board of directors – reports to the board may contain, for example, the monthly evaluation or a situation analysis and recommendations</li> </ul>
<b>Numeracy</b>	<ul style="list-style-type: none"> <li>• Apply financial math/money math</li> <li>• Apply scheduling, budgeting and accounting math</li> </ul>

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	<ul style="list-style-type: none"> <li>• Apply measurement and calculation math</li> <li>• Apply data analysis math</li> <li>• Utilize numerical estimation</li> </ul>
<b>Oral Communication</b>	<ul style="list-style-type: none"> <li>• Provide clear and concise direction and instructions to staff and other departments</li> <li>• Professional communications with clients, customers, staff, and colleagues using a variety of communications devices and media</li> <li>• Exchange information with other managers and senior management</li> <li>• Communicate on staffing related matters</li> <li>• Conduct staff meetings and make presentations</li> <li>• Communicate during high stress situations (e.g. material spills, health and safety incidents, etcetera)</li> </ul>
<b>Thinking Skills</b>	<b>(Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information)</b>
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>• Respond to customer and staff complaints</li> <li>• Deal with material management related challenges</li> <li>• Apply broad knowledge of supply chain when problem solving</li> <li>• Ability to think and respond quickly, and adjust schedules and operating plans in response to unplanned events</li> <li>• May have to adapt negotiation strategies to cope with new circumstances or issues that arise</li> </ul>
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>• Decisions are made in line with the strategy of the organization</li> <li>• Make decisions with market, economic, social, and political environments taken in to account</li> <li>• Decide when to have materials moved</li> <li>• Make decisions about staffing requirements</li> <li>• Allocate tasks associated with material management operations</li> <li>• Make decisions about suggestions for change</li> </ul>
<b>Job Task Planning and Organizing</b>	Liaison with employees and other management is needed to co-ordinate the material management activities of the organization.
<b>Significant Use of Memory</b>	<ul style="list-style-type: none"> <li>• Remember the objectives and vision of the organization</li> <li>• Remember details of special and/or custom orders with specific material requirements</li> <li>• Remember the policies and procedures of the organization</li> <li>• Remember applicable regulatory requirements</li> </ul>
<b>Finding Information</b>	<ul style="list-style-type: none"> <li>• Refer to supplier lists to find out what materials are available, on sale, discontinued, and temporarily unavailable</li> <li>• Search computer databases to find quantities in stock, parts</li> </ul>

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	<p>numbers, pigment numbers and specifications for a product</p> <ul style="list-style-type: none"> <li>• Obtain information about materials by speaking with suppliers, making phone calls, reading brochures and trade publications, and conducting internet searches</li> <li>• Obtain information on legislation and regulations that may impact material management decisions</li> <li>• Find information for budgeting purposes</li> </ul>
<b>Working with Others</b>	<p>Materials Managers are generally self-directed and work as part of a broader team. They provide encouragement and support to team members and assist them in achieving their personal work objectives, the team work objectives, and provide recognition when objectives have been achieved. They often will consult with relevant colleagues for their views, concerns and issues related to material management.</p>
<b>Continuous Learning</b>	<p>Enhanced learning may be acquired as part of regular work activity, through training offered in-house, through reading or other forms of self-study, or through off-site training. Ongoing learning occurs through participation in professional organizations, seminars, formal courses, conferences, trade shows. In addition, skills may be upgraded by taking management classes through educational institutions.</p>
<b>Additional Information</b>	<b>(Physical Aspects, Attitudes)</b>
<b>Physical Aspects</b>	<p>A Materials Manager works extensively in an office environment (e.g. sitting for long periods of time, and repetitive computer and telephone use). Typically there is no heavy lifting, bending, or stooping required, however, Materials Managers may be required to move around facilities in order to satisfy visual management functions.</p>
<b>Attitudes</b>	<p>Attitudes exhibited by the Materials Manager should include strong leadership, people management, interpersonal skills, and negotiation and conflict resolution skills. In addition, excellent planning and organizational abilities are required. Furthermore, a Materials Manager should exhibit sensitivity to other cultures.</p>
<b>Future Trends Affecting Essential Skills:</b>	<p>Materials Managers will be required to have enhanced computer skills in order to work with more complex software. The ability to speak more than one language is considered a growing need in the face of increasing globalization. An understanding of the principles of sustainability as they relate to environmental, social, and corporate governance issues is of increasing importance.</p>

<p><b>Government of Canada Defined - Related NOC Code &amp;</b></p>	<p><b>7217 Contractors &amp; Supervisors, Heavy Construction Equipment Crews</b></p>
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**Description**

This unit group includes excavating, grading, paving, drilling and blasting contractors who own and operate their own business. This unit group also includes supervisors who supervise and co-ordinate the activities of workers classified in the following unit groups: Crane Operators (7371), Drillers and Blasters – Surface Mining, Quarrying and Construction (7372), Heavy Equipment Operators (Except Crane) (7421), Longshore Workers (7451), Material Handlers (7452), Public Works Maintenance Equipment Operators (7422), Railway Track Maintenance Workers (7432) and Water Well Drillers (7373). They are employed in a wide range of establishments; places of employment are indicated in the above unit group descriptions.

**Document Management:**

Activity #	Activity Type*	Replaces	New Version Name	Responsible Individual
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2	Document Modified	Jan 16, 2009	April 2, 2009	C. Sellar (CSA)
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4	Document Finalized	June 29, 2009	July 29, 2009	C. Sellar (CSA)
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**\*Activity Types:**

- ✓ Document Created
- ✓ Document Modified (Minor Corrections & Editorial Changes)
- ✓ Document Updated (Complete Review)
- ✓ Document Finalized
- ✓ Document Retired

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