

CANADIAN SUPPLY CHAIN SECTOR COUNCIL
RESULTS BASED MANAGEMENT AND ACCOUNTABILITY FRAMEWORK

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Note: Print Page 6 on legal size paper

I. INTRODUCTION

This document is the results-based management and accountability framework of the Canadian Supply Chain Sector Council. A results-based management and accountability framework (RMAF) is a document required by the Treasury Board of Canada for all federal government grant and contribution programs. Consequently, the Department of Human Resources and Social Development (HRSD) requires RMAFs from sector councils. One of its purposes is to ensure accountability for results for resources approved by the Treasury Board. However, the most important use of the RMAF is as a management blueprint describing what results a sector council is trying to achieve, how the council intends to monitor and evaluate its success in achieving those results, and how it is organized and governed to facilitate the achievement of results.

The RMAF consists of five core elements, including a program profile that provides an overview description of the council, a logic model that articulates the results that the council is trying to achieve, a performance measurement strategy that states the performance indicators by which the council intends to monitor its operations on an ongoing basis, a data collection strategy that describes how the data for the performance indicators will be captured, and an evaluation plan that sets forth evaluation issues that might be addressed during a formative and summative evaluation.

The RMAF is therefore a blueprint that describes the results that a sector council is trying to achieve, and how the council will plan, monitor and evaluate its success at achieving those results. In essence it lays out the strategy of a sector council.

II. COUNCIL PROFILE

The Canadian Supply Chain Sector Council (CSCSC) is a not for profit corporation dedicated to the development of the supply chain industry workforce. The Council is a national partnership of industry associations, business, education and government with the aim of working to ensure that the Canadian supply chain sector has appropriate skilled staff to be prosperous, efficient and globally competitive and supports Canadian industrial development.

The Council was officially launched in 2006. In 2003, the Supply Chain and Logistics Association of Canada undertook a study with support from Industry Canada that showed a need for human resources training in the sector. The Canadian Logistics Skills Committee was established in 2004 to conduct a sector study. One of the recommendations of that study was the formation of a sector council, and that led to the creation of the Canadian Supply Chain Sector Council.

The supply chain industry is vital to the day to day functioning of the whole population of Canada. It encompasses the entire product continuum from source to consumer, and involves sourcing and procurement, conversion and logistics management. The supply

chain sector integrates supply and demand management within and across companies, as well as industry sectors throughout the Canadian economy. More than that, the supply chain industry is vital to the efficient functioning of Canada's international trade. The performance and capacity of the supply chain industry therefore has a direct impact on the productivity and development of the whole economy.

The industry employs more than 700,000 workers. The Strategic Human Resources Study of the Supply Chain Sector (pg.10) found in 2005 that demand for employees is predicted to grow at about 1.7% per year. However, due to retirements and turnover as well as growth, the industry will need to recruit over 86,000 new employees annually, or 12.3% of the work force. Because supply chain management is increasingly important as a competitive factor in economic success, though, employment is expected to grow in occupations where technical and technological knowledge is vital. The importance of the supply chain as a competitive factor also means that employee skills, competencies and knowledge should be focused on supply chain management as a discipline or profession. This is the case whether staff are in managerial, tactical or operational occupations.

The skills required by supply chain companies are very similar across Canada, and many sector companies operate in more than one province. Frequently many of the skills needed in one occupation are reflected in another occupation. The same skills are also needed by other sectors, and indeed the supply chain sector directly intersects with other sectors. Retention and recruitment, as well as worker mobility and transferability of skills are thus expected to be key issues in human resource management in the sector.

The Strategic Human Resources Study of the Supply Chain Sector found that workers with the needed skills and knowledge are increasingly difficult to recruit, particularly at the managerial, supervisory and analyst levels. At this time most positions are filled with employees who already work in the sector. But the Study also found that current employees often do not have a strong career commitment to the supply chain industry and few seem to be aware of career paths within the industry. For people outside of the industry the level of awareness is much lower.

Skills in supply chain management are often acquired on the job, and in fact the amount of money invested by sector employers in staff training exceeds the Canadian average. Smaller companies find it more difficult to provide in-house training, though. Many educational institutions and industry associations offer training programs in supply chain management skills, but the Study suggested that the training opportunities were fragmented and not optimally aligned. There are many educational opportunities to choose from, but no clarity as to the criteria to consider in selecting the most appropriate combination of formal education and professional development or certification. Employees and academic institutions are collectively of the view that they respectively have and are producing the core skills required by employers, but employers are not convinced that the content of some curricula addresses immediate and longer-term sector needs (Strategic Human Resources Study of the Supply Chain Sector, pg. 10 - 11).

As noted above the Canadian Supply Chain Sector Council was created in direct response to the common industry challenges identified in the Strategic Human Resources Study of the Supply Chain Sector. The objectives of the council are:

- increased awareness of the supply chain industry training and employment opportunities
- identification and clarification of human resource management processes and best practices
- development of proactive initiatives to increase competitiveness of the sector through human resource management
- encouragement of uniform national occupational standards to ensure greater consistency of training as well as worker mobility and transferability of skills
- identification of current and future industry needs in human resource management, and practical solutions for addressing them
- development of career information to market the supply chain sector as a viable career choice

This is accomplished through six main lines of business:

1. Identifying and clarifying training opportunities and encouraging employee training in the sector
2. Development of common occupational standards
3. Career development and awareness
4. Intelligence and research on human resource management issues facing the industry
5. Partnership development
6. Communications, marketing, information sharing and support of positions favorable to meeting CSCSC goals

The Canadian Supply Chain Sector Council is governed by a Board of Directors comprised of seventeen members representing sector companies and educational institutions. The Executive Director is an exofficio member and a representative of HRSD attends Board meetings as an observer. The industry associations represented on the CSCSC Board are:

Supply Chain and Logistics Association of Canada
 Association of Canadian Community Colleges
 Purchasing Management Association of Canada
 Canadian International Freight Forwarders Association
 Canadian Institute of Traffic and Transportation
 Association for Operations Management

III. LOGIC MODEL

A logic model is a depiction of the results that the Canadian Supply Chain Sector Council is trying to achieve. It links the activities that the Council conducts to the outcomes it seeks to influence. The logic model is not just a description of the Council as it currently exists; it is also useful in strategic planning or in making resource allocation decisions. A

logic model describes how the Council is positioned to deliver value to its clients so that it has a positive impact on human resource management in the industry, and thus it provides strong guidance about what activities the Council should do, and what it should not do. In a very real sense the logic model encapsulates the Council's strategic direction.

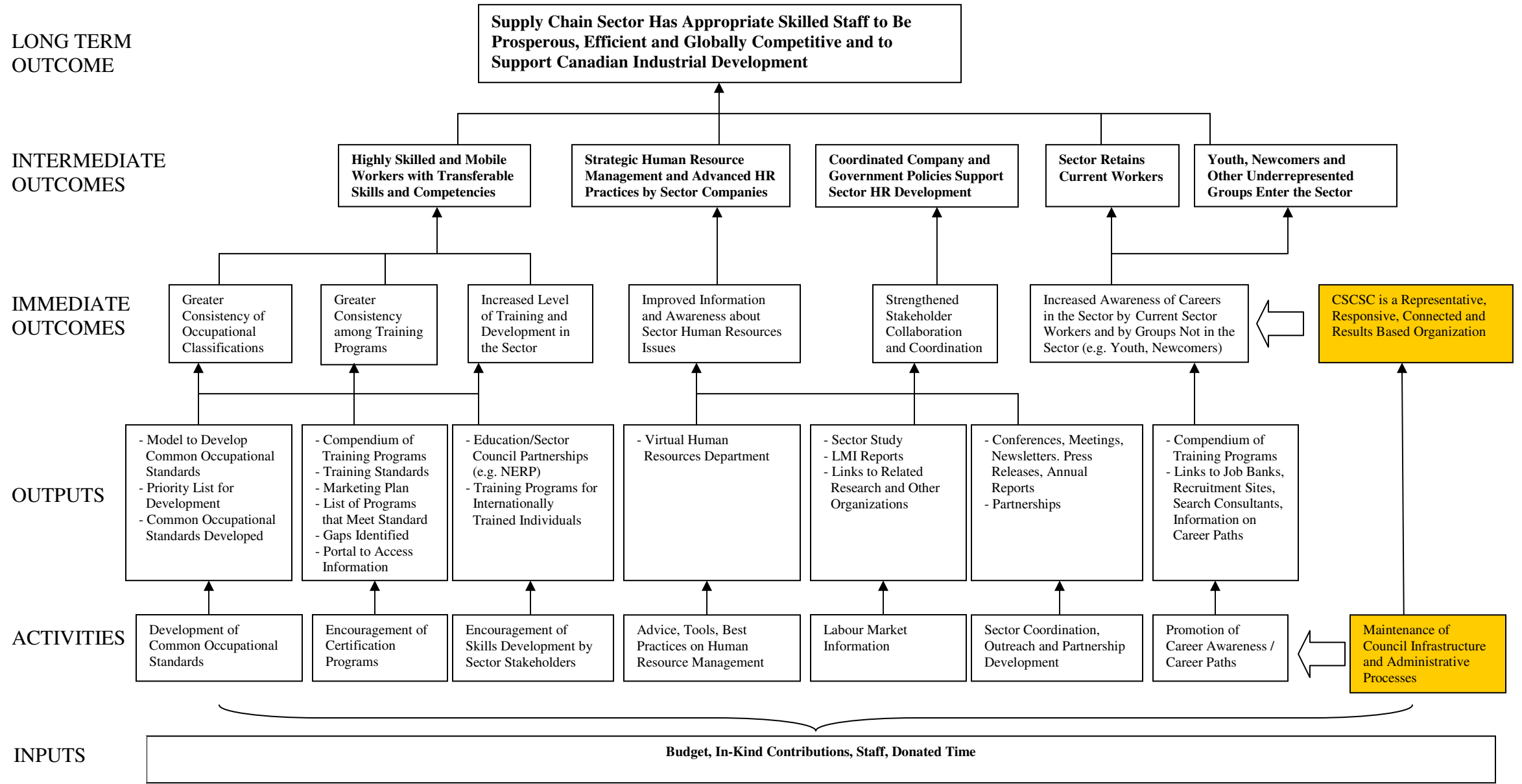
The ultimate outcome of the Council reflects its mission. At the highest level the long term outcome pursued by CSCSC is that the supply chain sector has appropriate skilled staff to be prosperous, efficient and globally competitive and to support Canadian industrial development. In support of that there are a series of intermediate outcomes that describe the conditions that the Council feels must be met in the sector with respect to labour supply and human resource management in order to achieve the long term outcome. These intermediate outcomes are influenced by many factors outside the direct control of CSCSC, though the Council has an important role in bringing them about.

Immediate outcomes are the next level of outcomes in the logic model, and describe the benefits that CSCSC can provide to its clients and stakeholders as well as the impact it hopes to have on their behaviour. Achievement of these client oriented outcomes is not completely within the control of CSCSC, but the Council can influence them more directly. The immediate outcomes are of central importance to the overall success of the Canadian Supply Chain Sector Council, in the same way that meeting customer needs and expectations is central to the success of any business.

The lower levels on the logic model shows the activities that the Council will conduct and the outputs it will produce to deliver the immediate outcomes.

The logic model depicted on the following page also notes the administrative activities conducted by the Council as key supports to the achievement of results. The Council must have sound infrastructure and administrative processes in place to manage activities efficiently and achieve results. Similarly CSCSC must establish itself as representative, responsive, connected and results based if it expects deliver benefits to the sector and affect the sector's functioning.

CANADIAN SUPPLY CHAIN SECTOR COUNCIL – LOGIC MODEL



IV. PERFORMANCE MEASUREMENT STRATEGY

Performance measurement is an important management tool and an integral part of the RMAF. Without performance indicators, a logic model is not much more than a statement of good intentions. Performance indicators are needed to target, monitor and evaluate the extent to which the results set forth in the Council's logic model are being achieved.

In 2006 CSCSC developed its first RMAF. At the time it was done CSCSC was in the early stages of development, and consequently its performance measurement strategy focused on organizational activities required to get the Council operational and functioning efficiently, as well as on early priority projects and initiatives. Now that the Council is more than three years old, the performance measurement strategy reflects the outcomes set forth in the logic model.

Now that the Council has become fully operational it is reasonable to expect that outcomes identified in the logic model will start to become apparent and can be measured. In theory, each element of the logic model ought to have at least one performance indicator. But that would generate more performance indicators than most public sector organizations have the time or resources to collect. Most public sector organizations must select a "critical few" performance indicators that they use for ongoing program planning and control. This is especially true of organizations with limited administrative resources, such as sector councils. In such cases it makes sense to select a limited number of key performance indicators focused mainly on intermediate and immediate outcomes rather than activities and outputs; there are a variety of ways of monitoring activities, but fewer methods for monitoring and managing outcomes.

The Canadian Supply Chain Sector Council has identified fifteen key performance indicators:

- number of employees in the sector
- number of new employees (i.e. less than two years experience in the sector)
- number of graduates of supply chain management training programs
- percent of employers that report utilizing human resource tools developed by CSCSC
- narrative / list / milestones describing policy changes influenced
- number of employees with more than five years experience in the sector (displayed by managerial, technical and operational categories)
- percent of sector employees who are new hires / level of hiring of youth, newcomers and other underrepresented groups
- number of employers using CSCSC developed common occupational standards
- percent of training programs accredited by CSCSC
- enrolment in supply chain management training programs
- percent of employers with employee training programs related to occupational standards
- number of requests for CSCSC products (e.g. LMI, occupational standards, etc.)
- number of participants in CSCSC committees, working groups and focus groups
- dollar value of Council funding from non-HRSD sources (including in-kind) and number of volunteer hours contributed by participants
- utilization of CSCSC career information (by product)

Each of these performance indicators is discussed below, showing the outcomes with which they are associated.

Long Term Outcome Performance Indicators

- Supply Chain Sector Has Appropriate Skilled Staff to Be Prosperous, Efficient and Globally Competitive and Support Canadian Industrial Development

number of employees in the sector

number of new employees (i.e. less than two years experience in the sector)

These two performance indicators are recommended because trends in the size of the supply chain work force and the sector's ability to recruit new employees is seen as a reasonable proxy for the overall health and competitiveness of the industry from a staffing standpoint. As with all ultimate outcomes, the numerical values of this indicator will be affected by many factors outside of the Council's control, such as economic cycles, labour demand and wage rates, competition from other sectors, technological developments, government policy, and other influences. Separating out the impact of these other factors from the efforts of CSCSC will be complex. Trends will be more important than any single year values. The data is collected in a very reliable manner by Statistics Canada every five years, and in intervening years the Council can estimate the indicator values via the econometric model it purchased in 2008. The indicator will be reported annually.

Intermediate Outcome Performance Indicators

- Highly Skilled and Mobile Workers with Transferable Skills and Competencies

number of graduates of supply chain management training programs

This indicator is a proxy, or indirect, measurement. The indicator refers to graduates of any training or educational program related to supply chain management offered by any educational institution or industry association in Canada where a degree, diploma, designation or certificate is conferred upon graduation. It does not measure skills or competencies directly, but it is reasonable to expect that graduates have acquired skills and competencies during their training, and growing numerical values of this indicator are considered to show trends in the sector: the higher the number the better. Moreover, training augments the mobility of workers. Only the Province of Ontario seems to collect and report the data now. However, CSCSC will be conducting a survey to obtain that data. The Council has an inventory of all the supply chain management training programs in Canada offered by industry associations and educational institutions. So it ought to be possible to obtain the required information from a large enough sample of training

programs to produce valid data. The validity of the data obtained through the survey can be tested against the data held by the Province of Ontario. As time goes on CSCSC may be able to collect this data from another source – any training program accredited by CSCSC must undertake to provide the Council with data on the number of people enrolled and the number of graduates. The indicator will be reported annually.

- Strategic Human Resource Management and Advanced Human Resource Management Practices by Sector Companies

percent of employers that report utilizing human resource tools developed by CSCSC

This is also an indirect performance indicator; there are certainly other human resource management tools and practices besides those developed by CSCSC products. But the Council wants to encourage better and more strategic human resource management in the sector by making products available. The ultimate proof of the value of CSCSC products is the extent to which sector companies use them. Data for this indicator can come from the annual employer survey administered by HRSDC. The trends of this indicator can also be verified by monitoring the usage of CSCSC products, such as the Virtual HR Department, and the participation in the discussion forums on the CSCSC website. The indicator will be reported biannually.

- Coordinated Company and Government Policies Support Sector Human Resource Development

narrative / list / milestones describing policy changes influenced

This is a narrative indicator. It would not be meaningful to count the number of policy changes influenced, but describing what they are and how the CSCSC made an impact is more informative. The indicator will be compiled annually from CSCSC records.

- Sector Retains Current Workers

number of employees with more than five years experience in the sector (displayed by managerial, technical and operational categories)

This performance indicator is a direct measurement of employee retention in the industry. It is part of the data set collected by Statistics Canada. As such it is only gathered every five years, but can be estimated in the interim via CSCSC's econometric model. It will be reported annually.

- Youth, Newcomers and Other Underrepresented Groups Enter the Sector

percent of sector employees who are new hires / level of hiring of youth, newcomers and other underrepresented groups

Although influenced by many factors outside CSCSC control, this indicator addresses the sector's success in recruitment. All of the data can potentially be gathered through the labour market survey and census data of Statistics Canada. For instance, that data can capture how long a worker has been in the sector (re: new hires), age (re: youth), month of immigration (re: newcomers), and gender, country of origin and ethnicity (re: underrepresented groups). All this data is not displayed specifically for the supply chain sector, but it can be tabulated in that manner via special analyses. It will be reported annually.

Immediate Outcomes

- Greater Consistency of Occupational Classifications

number of employers using CSCSC developed common occupational standards

Common occupational standards is a major CSCSC product line. The greater the number of employers using these standards, the greater the consistency of occupational classifications in the industry can be said to be. Moreover, if employers use these standards then it would seem very clear that the standards directly fill an industry need and that CSCSC has added value to human resource management in the industry. Data for this indicator can be obtained from the annual employer survey conducted by HRSDC, and will be reported biannually.

- Greater Consistency among Training Programs

percent of training programs accredited by CSCSC

The performance indicator above is important because the greater the number of training programs accredited by CSCSC, the greater the probability that trainees will receive consistent training. The indicator speaks directly to the CSCSC value added. Data can come from internal CSCSC records. This indicator can also be used in conjunction with the indicator "*number of graduates of supply chain management training programs*" to gain insight into the degree to which CSCSC is affecting the skills of industry employees. The indicator will be reported annually.

- Increased Level of Training and Development in the Sector

enrolment in supply chain management training programs

percent of employers with employee training programs related to occupational standards

These are both direct indicators of the outcome. The first one refers to the total number of students enrolling in any training or educational program related to supply chain management offered by any educational institution or industry association in Canada where a degree, diploma, designation or certificate is conferred upon graduation. Growing numerical value of this indicator would show the trends in the overall level of training and skill; the higher the number the better. Data for this indicator can be collected via the survey mentioned above that will be sent to educational institutions and industry associations. Other data might also be used to validate the findings of the survey. Specifically, Canadian Transportation and Logistics Magazine conducts a survey of logistics professionals that asks among other things whether the respondent is currently enrolled in professional development.

The second indicator assesses the extent of in-house training. Data related to this indicator is gathered via the HRSDC employer survey. Question 2.3 asks how many employees took training towards meeting the occupational standards that were developed by the sector council. The percentage could be calculated by dividing the number of respondents that reported having trained employees by the total number of respondents.

- Improved Information and Awareness about Sector Human Resources Issues

number of requests for CSCSC products (e.g. LMI, occupational standards, etc.)

The above indicator is considered useful because the demand for CSCSC products is seen to measure employer interest and intentions in human resource management. It may therefore be a useful leading indicator of developing trends. It also speaks to the value of the Council's products and services to the industry, insofar as demand and utilization of CSCSC products and services show that CSCSC is filling a need. Data for this indicator is already reported to HRSDC via the Annual Survey of Performance Indicators for the Sector Council Program's Generic Logic Model (ASPI), specifically number of requests from stakeholders for sector council training tools and HR management tools. Other data for this indicator could be gathered from statistics about usage and download of CSCSC products available on the website (e.g. LMI tool and virtual HR department). It will be reported annually.

- Strengthened Stakeholder Collaboration and Coordination

number of participants in CSCSC committees, working groups and focus groups

**dollar value of Council funding from non-HRSD sources (including in-kind)
- number of volunteer hours contributed by participants**

The above indicators show the commitment of time, money, goods and services by the sector to the work of the Council. While that may not measure collaboration and coordination directly, they are considered to be good indirect measures; the greater the participation in CSCSC activities by the industry, the more that awareness, understanding and collaboration is likely increased. Data is available from internal CSCSC records.

The second indicator and its sub-indicator are also meaningful because the level of stakeholders contributions speaks to the value that they see in belonging to the Council. Data on the dollar value of cash and in-kind contributions are currently reported via Section 4 of ASPI. The number of volunteer hours is compiled on the in-kind contribution form used to populate Section 4 of ASPI.

- Increased Awareness of Careers in the Sector by Current Workers and Groups Not in the Sector

utilization of CSCSC career information (by product)

The above indicator is an indirect measure of the outcome. It actually measures the distribution of CSCSC career information. Just because people have received this information does not necessarily mean that they have read it or found it to be useful. However, it is a valid proxy measure because it does suggest that the audience for the information has access to and an interest in obtaining CSCSC generated information. The data for this indicator is already recorded internally by CSCSC and includes not only the volume of hard copy material distributed but also the number of downloads from the CSCSC web site of career information and the number of visitors to CSCSC career information web pages.

V. DATA COLLECTION STRATEGY

The data collection strategy for Stage 1 indicators is straightforward. The source of the data is the operational plan of the Council and reports of achievements against that plan. The Stage 2 indicators will be collected as shown on the table below:

Indicator	Data Source	Collection Frequency	Reporting Frequency
- number of employees in the sector	Statistics Canada and CSCSC econometric model	Annual	Annual
- number of new employees (i.e. less than two years experience in the sector)	Statistics Canada and CSCSC econometric model	Annual	Annual
- number of graduates of supply chain management training programs	Survey of training institutions identified in Education / Certification – Industry Research and Analysis project	Annual	Annual
- percent of employers that report utilizing tools and best practices identified by CSCSC	HRSDC employer survey	Biannual	Biannual
- narrative / list / milestones describing policy changes influenced	Internal CSCSC records	Ongoing	Annual
- number of employees with more than five years experience in the sector	Statistics Canada and CSCSC econometric model	Annual	Annual
- percent of sector employees who are new hires / level of hiring of youth, newcomers and other underrepresented groups	Statistics Canada and CSCSC econometric model	Annual	Annual
- number of employers using CSCSC developed common occupational standards	HRSDC employer survey	Biannual	Biannual
- percent of training programs accredited by CSCSC	Internal CSCSC records	Ongoing	Annual
- enrolment in supply chain management training programs	Survey of training institutions identified in Education / Certification – Industry Research and Analysis project	Annual	Annual
- percent of employers with employee training programs related to occupational standards	HRSDC employer survey	Biannual	Biannual
- number of requests for CSCSC products	Internal CSCSC records	Ongoing	Annual
- number of participants in CSCSC committees, working groups and focus groups	Internal CSCSC records	Ongoing	Annual
- \$ value of Council funding from non-HRSD sources (including in-kind) and # volunteer hours contributed by participants	Internal CSCSC records	Ongoing	Annual
- utilization of CSCSC career information	Internal CSCSC records	Annual	Annual

VI. EVALUATION STRATEGY

Evaluation refers to a periodic, formal and comprehensive assessment of a program to uncover ways to improve performance or to determine cause and effect, in order to ensure efficiency, effectiveness and value for money. There are two main types of evaluation:

1. Formative, which investigates how a program, policy or initiative has been implemented, whether adjustments are necessary in the way a program operates, and whether progress is being made in achieving outcomes. A formative evaluation is done about two to three years after a program has begun.
2. Summative, which investigates whether the program is still relevant, the extent to which intended outcomes have been achieved, the existence and nature of unintended consequences, and the extent to which the program caused the outcomes to occur. A summative evaluation is usually conducted five to seven years after the start of the program.

Evaluation can be a costly exercise, often beyond the capabilities of any individual sector council. Consequently, HRSD has conducted ongoing evaluation of the sector council program, including the Annual Survey of Performance Indicators for the Sector Council Program's Generic Logic Model. The Canadian Supply Chain Sector Council will participate in evaluations by HRSD of the sector council program. However, the Council has already articulated some of the important elements of evaluation, including the logic model and a set of performance indicators that relate to the logic model. In addition, the Canadian Supply Chain Sector Council has compiled a range of questions that might be asked by a formative and summative evaluation. These are shown in the appendix to this RMAF.

Appendix A – Potential Formative Evaluation Questions

The Board of Directors has reviewed these evaluation questions but none have been approved for action at this time.

1. How were Council activities implemented? Did the implementation differ by activity?
2. Were the Council's activities implemented as planned? Were the activities consistent with the mission and intended results?
3. Are the Council's activities being carried out in the prescribed manner, as originally authorized and funded? What are the discrepancies between what was intended and what occurred?
4. What were the impediments to implementing Council activities as planned? What are the major operational constraints affecting the ability of the Council to achieve its objectives? How can these be overcome?
5. What changes could be made to improve the immediate and long term operation of the Council? Are there problems and how can they be corrected?
6. How has the Council changed since its inception?
7. What were the services provided, their intensity and duration?
8. What are the strengths and weaknesses of the organizational structure?
9. Has the client/target group of the Council been well defined? Who is the client/target group? Is the Council reaching the client/target group? How does the actual group served compare to the one originally projected? What proportion of the client/target group is served?
10. Have the needs of the client/target group been assessed? How?
11. How were participants in Council activities selected? What services do they receive? What is the nature of Council-participant interaction?
12. Were non-participants selected for comparison purposes? How? Are they comparable to participants?
13. How satisfied are Council clients, participants, stakeholders? Are the services offered meeting their needs?
14. What qualifications, training and experience do staff members have? What should they have?
15. Are budget targets being met?
16. What are the strengths and weaknesses of the Council?
17. Which aspects of the Council can be varied and which cannot?
18. What factors might impede / facilitate the eventual achievement of outcomes?
19. How did external factors influence the Council's development and impact?
20. Do other jurisdictions operate the same kind of program? How do they differ from this program? How successful have they been?
21. What monitoring mechanisms exist to collect information? Are they sufficient for management and evaluation? How can they be improved?
22. What measures and designs could be recommended for the summative evaluation?

Appendix B – Potential Summative Evaluation Questions

The Board of Directors has reviewed these evaluation questions but none have been approved for action at this time.

1. To what extent are the mandate and objectives of the Council still relevant? What needs to be changed? Is the present focus appropriate? Is there continuing need for the Council?
2. To what extent do the activities of the Council complement, duplicate, overlap work at cross-purposes to other organizations?
3. How did the way in which the Council was implemented affect its outcomes?
4. What factors impeded or facilitated the achievement of outcomes?
5. To what extent did the Council achieve its goals? Did the Council cause the intended results?
6. To what extent did the results vary by type of client or stakeholder? By region? Over time?
7. What activities were most effective? For what types of participants? What distinguished the most effective activities from the least effective?
8. How much does each Council activity contribute to achieving the outcomes? Could some be eliminated without materially affecting the outcomes?
9. How satisfied are the clients with the Council? Other stakeholders? How satisfied is the public?
10. Were partnerships fostered between the Council and other stakeholders?
11. How effective were publicity and promotional campaigns?
12. To what extent does the Council produce unintended effects? What are they, positive and negative?
13. Were resources adequate? Is there evidence of under-funding or low up-take of Council products or services?
14. What are the costs for a given level of outcome? What are the cost trends in the Council? Can the same level of outcome be sustained given projected costs?
15. How do the results of the Council compare to the results of similar programs? To the results in other jurisdictions?
16. Are there more cost effective ways of achieving the same outcome?
17. Are there alternative service delivery mechanisms could be considered to achieving better outcomes?
18. What are the costs and benefits of this Council to society, to the client / target group, to the sector?
19. What lessons can be learned to improve results in this Council?
20. What lessons can be learned to improve the performance of other Councils?