Supply Chain Sector Facts and Figures

Canadian Supply Chain Sector Council
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Products and Resources Available to Stakeholders

Connector Tool
Connector is an online tool that provides users with assessments of their supply chain knowledge and essential skills. It generates customized learning plans and activities to upgrade users' competencies.

Recruitment and Retention Toolkit
The R&R Toolkit gives employers the information and resources they need to fill positions in the supply chain with qualified and committed people.

Virtual HR Department
Especially for small and medium-sized organizations, the VHRD includes downloadable information, tools, templates, forms, policy samples and more.

National Occupational Standards for the Sector
Occupational standards can be used by employers, employees and educators or trainers in the supply chain sector.

National Accreditation Program
The Council recognizes supply chain-related educational and training offerings that meet national standards.

Education and Training Compendium
This online database lists the supply chain-related educational and training offerings of post-secondary institutions, associations and training providers across Canada.

Website Resources
The CSCSC's website is a repository of career and education information and resources.

What is a Supply Chain?

Definitions of a "supply chain" virtually universally encompass the following three functions: i. supply of materials to a manufacturer; ii. the manufacturing process; and, iii. the distribution of finished goods through a network of distributors and retailers to a final customer. Companies involved in various stages of this process are linked to each other through a supply chain.

To facilitate the flow of products, information is shared up and down the supply chain, i.e. with suppliers and clients. This sharing of information enables all parties to plan appropriately to meet current and future needs. Numerous goals can be achieved through successful supply chain management:

- inventory can be minimized
- costs can be reduced
- product time to market can be improved
- flexibility can be enhanced

The more the companies within a supply chain are able to integrate and coordinate their activities, the more likely they'll be to optimize the flow of goods from supplier to customer and to react efficiently to changes in demand.

The Sector

The supply chain is one of the most essential sectors of the Canadian economy, involving an estimated 820,364 workers in 2014 who work in a range of occupations and industries. The success of this sector in meeting its human resources and labour-market challenges has the potential to positively influence the future of Canada, and the quality of life that we all enjoy.

The final report of the Strategic Human Resources Study of the Supply Chain Sector was published in October 2005, and a labour-market update was completed in April 2010. Sector highlights include the following:

- As of 2014, there were approximately 820,364 workers in the in the supply chain sector labour force within Canada (excluding truck drivers).
- The estimated annual labour force growth rate of the supply chain sector was 2.1% from 2006 to 2014.
- The sector added about 13,681 new jobs a year between 2006 and 2014. As well as an anticipated continuation of growth in new jobs, the sector is expected to face challenges filling jobs left vacant due to retirements and worker turnover.
- Interview and survey results from industry participants indicate the following to be the main human resources issues facing the supply chain sector:
  - Attraction
  - Education and training
  - Keeping pace with technology
  - Succession and career planning
- Employees identified the following skills that they feel they require much more of either now or in the next five years in order to be successful in their jobs:
  - Financial planning
  - Forecasting
  - Cost analysis
  - Knowledge of international business practices
  - Knowledge of laws and regulations
  - Knowledge of logistics functions and the supply chain
  - Mechanical skills
  - Optimization of workflow
  - Knowledge of transportation
  - General management and business
  - Languages
- Most organizations are not prepared for the level of technological integration that will be required to compete successfully. In general, Canadian organizations lag in both investing in and implementing new technologies. Despite the number of organizations that indicate that technology is applied in their organization, few (<12%) indicate they currently have the requisite skills to fully employ technology.

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Supply Chain Sector Labour Force by Occupation

Sub-function	Occupation Category	NOC Code	Sample Position Titles	Supply Chain Employees (2014)	Compound Annual Growth Rate (2006 to 2014)
Senior Management	Managerial	0016	Senior managers: goods, production, utilities, transportation and construction	10,305	3.3%
Logistics	Managerial	0213	Computer and information systems managers	14,587	3.6%
Information Systems	Tactical	2233	Industrial engineering and manufacturing technologists and technicians	20,147	2.4%
		2172	Database analysts and data administrators	480	3.6%
		2171	Computer analysts	15,016	3.7%
		2175	Web/Internet site developers	1,059	3.7%
Warehousing	Managerial	0714	Facility operations and maintenance manager: warehouse manager	26,044	0.4%
		0132	Postal and courier service manager	2,578	-3.7%
		1214	Supervisors, mail and message distribution occupations	10,839	2.3%
	Operational	7452	Material handlers	203,686	1.6%
		9617	Labourers in food, beverage and tobacco processing: material handling, packaging	82,266	1.8%
		1522	Store keepers and parts clerks: e.g., parts supplier, supply clerk	42,455	1.3%
		7451	Longshore workers: e.g., dock worker, ship loader operator	3,649	0.5%
Transportation	Managerial	0731	Transportation managers	25,606	0.5%
	Tactical	1315	Customs, ship and other brokers	3,987	-0.8%
		1526	Transportation route and crew schedulers	7,382	5.0%
		1525	Dispatchers and radio operators	2,937	2.3%
	Operational	1521	Shippers and receivers	139,151	1.8%
Inventory/ Material Control	Managerial	0114	Other administrative service managers: e.g., inventory control manager, support services	16,146	1.3%
		1215	Supervisors, recording, distributing and scheduling occupations	34,453	3.8%
	Tactical	1524	Purchasing and inventory clerks: e.g., inventory analyst, planner	64,457	3.3%
		1122	Professional occupations in business services to management: consulting	1,010	1.6%
Purchasing	Managerial	0113	Purchasing managers	15,785	4.0%
	Tactical	1225	Purchasing agents and officers	45,591	3.8%
		6222	Retail and wholesale buyers	26,541	2.3%
Marketing and Sales	Managerial	0124	Sales, account and marketing managers	4,205	2.0%
TOTAL				**820,364**	**2.1%**

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

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Supply Chain Sector Labour Force by Province

Province	2006	2007	2008	2009	2010	2011	2012	2013	2014
Alberta	79,036	81,582	85,280	87,630	91,994	97,857	99,107	101,555	103,807
British Columbia	81,453	83,420	86,439	88,040	91,681	99,243	101,629	103,343	104,875
Manitoba	24,060	24,397	25,137	25,537	26,546	26,841	26,834	27,078	27,270
New Brunswick	14,251	14,480	15,003	15,376	16,204	16,136	16,901	17,050	17,165
Newfoundland and Labrador	8,152	8,386	8,799	9,100	9,636	9,561	9,414	9,333	9,228
Nova Scotia	16,003	16,272	16,809	17,140	17,948	18,164	18,782	18,772	18,715
Ontario	297,043	299,743	305,900	306,509	313,737	321,295	324,150	325,776	326,624
Prince Edward Island	2,317	2,369	2,470	2,586	2,801	2,779	2,898	2,951	3,001
Quebec	171,333	171,664	174,055	173,577	177,207	180,179	185,188	187,666	189,739
Saskatchewan	17,263	17,558	18,185	18,589	19,471	18,333	19,403	19,692	19,941
Grand Total	**710,910**	**719,872**	**738,077**	**744,083**	**767,225**	**790,387**	**804,305**	**813,216**	**820,364**

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

Supply Chain Sector Labour Force for Selected Metro Areas

CMA	2006	2007	2008	2009	2010	2011	2012	2013	2014
Calgary	30,336	31,221	32,479	33,144	34,558	35,403	36,114	36,891	37,597
Edmonton	27,686	28,529	29,685	30,319	31,611	36,026	35,371	36,359	37,277
Halifax	6,922	7,097	7,410	7,634	8,049	8,743	9,153	9,238	9,303
Hamilton	17,815	17,787	17,972	17,857	18,168	18,496	18,684	18,768	18,811
Kitchener	15,785	16,073	16,536	16,716	17,272	16,540	17,287	17,497	17,671
London	11,238	11,297	11,465	11,425	11,655	12,135	12,125	12,201	12,252
Montréal	92,680	92,365	93,131	92,351	93,734	94,532	95,955	97,297	98,421
Ottawa-Gatineau, Ontario	12,101	12,337	12,776	13,002	13,530	14,144	14,777	15,012	15,218
Ottawa-Gatineau, Quebec	4,549	4,634	4,800	4,890	5,093	5,793	5,694	5,869	6,036
Québec	15,156	15,449	15,910	16,083	16,610	19,702	21,007	21,485	21,928
Regina	3,866	3,922	4,094	4,224	4,457	4,155	4,449	4,503	4,548
Saint John, NB	2,097	2,187	2,343	2,474	2,658	3,118	3,100	3,152	3,199
Saskatoon	6,323	6,545	6,828	6,985	7,316	6,723	7,377	7,495	7,595
Sherbrooke	3,294	3,432	3,614	3,732	3,940	4,196	3,791	3,715	3,632
St. Catharines - Niagara	7,311	7,240	7,280	7,206	7,306	7,133	7,342	7,357	7,355
St. John's, NL	3,036	3,105	3,241	3,354	3,570	3,420	3,476	3,501	3,521
Thunder Bay	1,670	1,639	1,658	1,658	1,715	1,768	1,752	1,684	1,617
Toronto	144,098	145,917	149,307	149,805	153,212	153,802	154,819	155,974	156,810
Trois-Rivières	2,305	2,315	2,374	2,414	2,524	2,584	2,640	2,649	2,654
Vancouver	50,080	51,086	52,719	53,495	55,463	62,127	62,105	63,249	64,293
Victoria	3,976	4,039	4,160	4,237	4,435	3,997	4,460	4,512	4,554
Windsor	6,339	6,337	6,409	6,359	6,467	7,256	7,058	7,008	6,753
Winnipeg	17,186	17,479	18,053	18,363	19,092	18,921	19,106	19,270	19,396

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