

Annual Report Fiscal Year 2007

April 2006 to March 2007



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement



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Sector Council**

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Canada

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From the Chairman

Establishment of a sector council for the Canadian supply chain sector is an accomplishment that was many years in the making. Participants in the sector have long recognized the need for such an organization, but the process to achieve it has been lengthy. I am very pleased that the efforts of the many involved in creating a sector council have finally borne fruit; we've collectively taken a first step toward addressing the myriad challenges faced by Canadian supply chain operators.

The Council was formed in November 2005 in response to recommendations emanating from a comprehensive supply chain sector study completed in the fall of that year. Support for the development of such a body was shown to be strong and widespread. The CSCSC, led until June 2006 by the executive committee of the group that directed the sector study, was planned as the instrument to undertake many of the other 25 recommendations from the study, and has focused in its first year on fulfilling that promise. Its two first projects were designed to directly contend with requirements specified in the study's final report. It is important to remember that the sector council is directing its activities towards all levels of employment within supply chain functions.

Once Kevin Maynard joined the CSCSC as Executive Director, in June 2006, and the Board of Directors was put together shortly thereafter, the Council was set to launch its program, which has so far included two short-term projects – related to education/certification and labour market information (LMI) – and significant awareness promotion of both the Council and the sector's needs and relevance. Reaction to the Council's work, from industry, academics and numerous government departments and ministries, has been overwhelmingly positive, and we anticipate that interest will continue to build as we make available the results of the Council's projects.

A crucial contributor to the Council's early success has been the enthusiasm of key sectoral associations toward development of a sector council, generally, and for the efforts of the CSCSC, specifically, as we have selected a path to follow. The sector's "pillar" associations have provided immeasurable support, without which we likely would not exist. Their willingness to work together toward common goals is at the heart of the Council's principles, and enables us to understand and represent the combined interests of the sector's main players.

We have received approval from HRSDC for funding of two projects in fiscal year 2008 to further the work started in FY2007 on education/certification and LMI. We hope, as well, to receive funding for a third project, related to the development of occupational profiles. These projects are intended to result in, respectively, a set of standards for education and training certification for use by and for the Canadian supply chain sector; the priority elements of a labour market information system that responds to the needs identified by key stakeholders in the sector; and a set of 7 to 14 model occupational profiles for each of the seven functional areas of the sector. This is the stuff we could only dream of a few years ago!

As Chairman of the Board, I thank the members of our Board of Directors for their dedication to the Council throughout its first year. And, on behalf of the Board, I thank the Council's hardworking staff: Executive Director, Kevin Maynard; Communications Coordinator, Kim Biggar; Administrative Assistant, Margie Stefanich; and, Project Manager of both 2007 projects, Dale Ross. Thanks, too, to HRSDC for its continued enthusiastic support of our activities.

We welcome participation in the Council by new contributors, on one of our standing committees, working groups or project-related focus groups. If you can volunteer some time to the Council's efforts, I think you'll find it rewarding to play a role in the important work being done by the CSCSC to further the lot of Canadian supply chain employers and employees. Our ultimate goal is to improve the quality of the Canadian labour force, and to assist firms to be more flexible in meeting changing competitive demands. How about playing a part as we work toward that lofty achievement?

Don Borsk
COO, Metro Retail Supply Chain Solutions, Concord, Ontario

Council Overview

The CSCSC was established in November 2005, with a mandate to:

Identify and assess the impact of new and emerging technologies, innovations and conditions that have the greatest impact on the supply chain sector, and to develop an appropriate strategic human resources action plan for Canadian industry and academia.

With that in mind, the Council has focused during its infancy on developing relationships, in order to acquire a comprehensive understanding of stakeholders' needs. The five "pillar" associations of the sector play a critical role in the Council, and, through it, are able to work toward common goals. These key associations are:

- APICS – The Association for Operations Management
- CITT
- Canadian International Freight Forwarders Association
- Purchasing Management Association of Canada
- Supply Chain & Logistics Association Canada

Building on this foundation, the Council has formed connections with numerous other relevant organizations, government departments and individuals working in the supply chain sector. Having cultivated these crucial relationships, the Council is positioned to work with and on behalf of all sector players to achieve its mandate.

Basis of Council's Direction

The Council was created based on the first of 26 recommendations of the Strategic Human Resources Study of the Supply Chain Sector (the "sector study"), completed in the fall of 2005. (See the final report on the Council website.) The subsequent recommendations of that study have guided the Council's board of directors as it has prioritized initial activities.

With administrative requirements – hiring of an Executive Director, setting up and staffing of an office, for example – having been fulfilled by mid-2006, the Council was able to initiate two projects before the end of the year: an education/certification project and a labour market information project. Both are short-term projects, scheduled to end by summer 2007. Results will be used to help decide on the specific focus of the Council's next projects.

Long-term Goals

The sector study found that the Canadian supply chain sector needs a vision and strategic leadership. Survey data suggested that many human resources challenges could be overcome by connecting a fragmented sector, increasing awareness of supply chain occupations, and working with educators at all levels to develop supply chain programming that addresses the sector's evolving needs. The Council's efforts are aimed directly at creating that vision and leadership, in order to improve the quality of the Canadian labour force and to assist firms to be more flexible in meeting changing competitive demands.

Fiscal Year 2007 in Review

April 2006 to March 2007

Executive Director Kevin Maynard joined the Council in June 2006, bringing about the beginning of significant activity. The next few months saw the Council's focus necessarily on such administrative needs as establishing and staffing an office, and creating a representative and committed board of directors, as well as several standing committees.

Throughout those early months, relationship-building with sector stakeholders also received a great deal of attention, enabling development both of understanding of critical issues and of a list of interested individuals to serve on Council committees and working groups.

Funding for two projects from the Government of Canada's Sector Council Program came through in the fall, first for an education/certification project and, later, for a labour market information project. Creation of working groups to lead these projects was one of three first priorities, along with hiring a project manager and engaging consultants to undertake the research required for each project. Work on the projects began in earnest in late 2006 and proceeded on schedule.

A new website was launched in December 2006 to address the information needs of both people working in the sector and those looking to find out what a supply chain is. The website is available in English and French.

At the same time, the Council announced a competition for Canadian students to design a logo for the Council to begin a brand-development and awareness-building process. The competition closed on March 30, and the submissions were evaluated by a panel of judges that unanimously selected as the best design one from among 13 entries.

In February 2007, the Council was approved as a full member of The Alliance of Sector Councils, after serving an apprenticeship as a developing-sector-council member for several months. Membership in TASC gives the CSCSC access to best-practice information related to the functioning of sector councils and enables member councils to address issues of common interest.

An important first-time event took place in March when the Council held an association forum, a dinner event to which the executive director and a board member of each of the sector's pillar associations were invited, along with several CSCSC board members. Getting these groups together in an informal setting to talk about mutual concerns was well received, and will be repeated on a regular basis.

Throughout the year, Kevin Maynard made frequent presentations across the country to all kinds of audiences, working to build awareness of the Council and of the sector's human resource challenges.

This was a very fruitful first year for the Council, busy and replete with the building of goodwill and strong relationships that will serve us well as we go forward.

Research Projects

Education/Certification Project

This project represents the first phase in addressing the following key issues:

- The need to clarify and communicate educational and certification options within the sector by creating an informational repository of post-secondary academic programs and industry-association certifications, and implementing a marketing strategy to provide web-based access to stakeholders.
- The need to provide a forum for associations and industry stakeholders to collaborate, consolidate and deliver upon common bodies of knowledge and clear sector certification and recognition standards.

A repository of data on existing post-secondary academic programs and industry-association certifications has been assembled and vetted by a group of representatives from associations and academia. A compendium of the resulting data is to be developed and made available to the sector.

A final report for this project will be available in May 2007.

Labour Market Information Project

The purpose of the CSCSC's LMI project is to undertake a consultation process to determine how the supply chain sector should structure a labour market information system. As outlined in the sector study, there is a need for the ongoing collection and monitoring of labour market information for the supply chain sector, in order to identify and understand changes, impacts and sector trends. This information may be employed to establish priorities for such items as the recognition of foreign credentials, development of essential skills, the creation of occupational standards and career-awareness activities.

The Council met in February with staff of numerous other sector councils to examine their best practices in developing similar LMI systems, tools and resources. This exercise provided valuable insight into the LMI development process, making requirements clear and enabling the Council to leverage the work done previously by others, while avoiding the pitfalls that they have experienced.

Workshops in five cities (Vancouver, Calgary, Toronto, Montreal and Moncton) in April and May 2007 are being held to address key HR/LMI issues, such as the need for better or more information (e.g., on compensation and job profiles), the need for better recruitment and retention strategies, and many other related topics.

A final report for the LMI project should be delivered in July 2007.

Board of Directors

The CSCSC board of directors was carefully put together to achieve representation of the full spectrum of the Canadian supply chain sector. Small, medium-sized and large corporations in a variety of industries, as well as relevant associations and educational institutions – from across Canada – are represented on the board. In addition, the directors are individuals recognized for their knowledge of, experience in and commitment to the supply chain field. Collectively, the group is well situated to understand the diverse needs of the Canadian supply chain labour market at all levels, and to delineate appropriate and realistic ways to meet those needs.

Jim Bergeron	Director of Distribution	Lafarge Canada Inc.	Calgary	AB
Don Borsk	Chief Operating Officer	Metro Retail Supply Chain Solutions	Concord	ON
John Chipperfield	Founding Partner	Bellville Rodair International	Markham	ON
Darren Christle ¹	Director, Transportation Safety and Regulation	Manitoba Transportation and Government Services	Winnipeg	MB
Dwayne Hihn	Senior Vice President – Air Products	Schenker of Canada Limited	Mississauga	ON
Jim Hudson ²	Vice President, Supply Chain	Kohl & Frisch Limited	Toronto	ON
Frances Humphreys	Manager, Career Services, School of Business & Economics Graduate Programs	Wilfrid Laurier University	Waterloo	ON
Philippe Leblanc	Director, Business Development	Metro Canada Logistics Inc.	Dorval	QC
Colonel Marie LeLoup	Director–Supply Chain Operations, Director General Materiel Systems and Supply Chain	National Defence Headquarters	Ottawa	ON
Maria Lindenberg	Manager, Supply Chain Management	Shell Canada Limited	Calgary	AB
David McCormick	Managing Partner	Pivotal ACTION FORCE Industrial Staffing Solutions	Mississauga	ON
Hervé Pilon ³	Directeur général	Cégep André Laurendeau	Montreal	QC
Kenneth Rawson ⁴	Vice-President	Supply Management Group Inc.	Calgary	AB
Lesley Smith	VP, Supply Chain	Wal-Mart Canada Corp.	Mississauga	ON
Pam Somers ⁵	Region VIII Vice President	APICS – The Association for Operations Management	Waterdown	ON
Robert Walker ⁶	Vice President, International Freight	Carson International	Dorval	QC
<i>Ex officio</i>				
Kevin Maynard	Executive Director	Canadian Supply Chain Sector Council	Mississauga	ON
<i>Observers</i>				
Phil Mickle	Senior Analyst, Sector Partnership Division	Human Resources and Social Development Canada	Gatineau	QC
Philippe Richer	Logistics & Supply Chain Management, Service Industries Branch	Industry Canada	Ottawa	ON

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

Information about CSCSC committees and staff is available on the Council's website, at www.supplychaincanada.org.