



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.)

Position:	SUPPLY CHAIN MANAGER
Description of Position (As defined by the CSCSC Stakeholder Community)	<i>Supply Chain Managers plan, develop, optimize, organize, direct, manage, evaluate, and are accountable and/or responsible for some or all of the supply chains processes of organizations.</i>
Position Development	Advancement from this position to executive management level positions is possible through progressively responsible leadership positions with relevant scopes of responsibility including types of facilities, products, services, number of direct reports, financial, and extensive management experience. The career path will be determined by the size, type, geographic scope, culture, and organizational structure of the firm offering employment.
Required Qualifications:	(Education, Training, Related Work Experience)
Education	Supply Chain Managers require completion of a related university degree and/or an equivalent combination of training and supply chain experience. A related supply chain professional designation is usually required and international experience is considered an asset.
Training	Supply Chain Managers may require some on-the-job training, but typically organizations require that the individual will already have the mandatory skills, knowledge, work-related experience, and/or training. Note: Continuous training and development may be required for maintaining relevant professional designation(s).
Related Work Experience	Significant and relevant management and leadership experience in progressively responsible positions in a supply chain based environment is generally required.
Tasks:	
Supply Chain Managers perform some or all of the following tasks	<ul style="list-style-type: none"> Plan, develop, organize, direct, manage and evaluate the personnel, operations and budget of an organization's supply chain or a supply chain services company Lead and manage production planning, customer service,

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purchasing, inventory control, forecasting, warehousing, transportation and other areas are required

- Develop analytics, systems and data management capabilities, including metrics and reports
- Direct the hiring, training, supervision, mentoring, and performance evaluations of supply chain staff
- Direct, coordinate, assign, monitor and review the work of individuals engaged in supply chain related duties
- Understand customers' needs, service those needs, and maintain and develop positive business relationships with a customer's key personnel involved in or directly relevant to supply chain activities
- Manage vendor relationships (e.g., third party logistics)
- Collaborate with staff, other departments, senior management, and decision makers to share information, problem solve, and to clarify management objectives
- Oversee organization wide management of the strategic sourcing, procurement, contracting, and evaluation of services
- Manage / coordinate the sales and operations planning process including supply / demand forecasting, inventory management, and on time delivery
- Develop annual plans with prioritization and resourcing
- Develop and / or participate in the development of the supply chain strategy for the organization
- Manage and / or execute procurement related functions (e.g., develop and implement contract management and procurement frameworks, sourcing strategies, negotiate agreements, draft and manage contracts, etc.)
- Implement and adhere to transaction management best practices
- Monitor and analyze current trends in the marketplace
- Direct and manage corporate governance and regulatory compliance
- Identify and manage risk within the supply chain
- Address tactical and strategic supply chain issues
- Stay informed of advances in supply chain technology and approaches, and apply within the organization to improve supply chain processes
- Establish key performance indicators, monitor ongoing performance, and improve performance against set goals
- Develop and implement new systems, best practices, inventory control, demand planning, and other optimizations in order to grow the business

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	<ul style="list-style-type: none"> • Develop and implement profit improvement plans and change management plans • Resolve work-related problems and prepare and submit progress and other reports • Communicate values, business goals, and represent the organization to internal and external stakeholders • Manage contractor and subcontractor activities, reviewing proposals, developing performance specifications, and serving as a liaison with the organizations • Support the development of supply chain based training materials and technical manuals • Identify potential projects to deliver changes and improvements to the supply chain and commission select projects • Develop management and project reports • Develop and deliver oral presentations • Manage and / or execute product life-cycle (range) management (e.g. product introduction and phasing out, etc.)
<p>Tools and Technology:</p>	
	<ul style="list-style-type: none"> • Computer hardware and associated software (i.e. database reporting, database user interface and query, electronic data interchange (RFID, barcode technology, etc.), management systems, resource planning, human resources, accounting, electronic mail, word processing, spreadsheet, transportation route planning, flowchart, and presentation) • Personal Digital Assistants or Organizers • Communication Devices
<p>Required Competencies:</p>	<p>(Knowledge, Skills, Personal Attributes)</p>
<p>Knowledge</p>	<p>A Supply Chain Manager should have in depth knowledge of end to end supply chain processes and best practices, management systems, health and safety regulations, public safety and security, customer and personal service, production and processing, education and training, administration and management, computers and electronics, English language, other languages, mathematics, personnel and human resources, risk management, project management, lean management, legal, finance, information technology sustainability (achieving economic, social, and environmental objectives), general marketing knowledge, cross-enterprise and business strategy knowledge.</p>

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Skills	A Supply Chain Manager should have the following skill sets: analytical, communication, presentation, coordination, active listening, critical thinking, reading comprehension, writing, monitoring, service orientation, time management, organizational, interpersonal, judgment and decision making, active learning, diplomacy, mentoring, leadership and team building, negotiation, change management, project management, conflict management, multi-tasking, political sensitivity, salesmanship, and persuasion and influencing.
Personal Attributes	(Abilities, Work Values, Work Styles)
Abilities	Some or all of the following abilities are important to the role of Supply Chain Manager: leadership, adaptability, flexibility, accountability, integrity, creativity, inductive and deductive reasoning, oral expression and comprehension, problem / opportunity recognition and problem solving, written comprehension, information ordering (prioritization), multitasking, and speech clarity and recognition.
Work Values	Individuals who will succeed in this position: <ul style="list-style-type: none"> • develop and maintain working environments that are health and safety conscious; • lead by example and offer support; • seek and incorporate input from others; • empower employees to work independently; • encourage and develop employees to use their strongest abilities and promote achievement and accomplishment; • manage stakeholder needs / expectations; • demonstrate and advocate integrity and ethical behaviour throughout the supply chain (e.g. fair trade practices, compliance, etc.); and • are results / goal oriented (e.g., through collaboration with staff, and relevant stakeholders).
Work Styles	Some or all of the following work styles are attributable to a Supply Chain Manager: integrity, analytical thinking, dependability (timeliness), attention to detail, focused, achievement/effort, cooperation / collaboration, team player, persistence, self control, initiative, innovation, and stress tolerance.
Essential Skills Profile:	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 ESDC website: http://www.esdc.gc.ca/eng/jobs/les/index.shtml

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	<p>The Employment and Social Development Canada (ESDC) Essential Skills Profiles 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 Supply Chain Manager has not yet been created by ESDC.</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 ESDC and the Essential Skills Profiles.</p>
Reading Text	<ul style="list-style-type: none"> • Read text in both print and non-print media; text contained in notes, letters, memos, e-mails, specifications, books, reports, charts, tables and graphs, etc. • Must be able to read and interpret dense and complex texts, trade magazines, newsletters and periodicals, government documents, competitive bids, accounting and financial statements, trade terms and international standards for freight carriage, insurance, and costs
Document Use	<ul style="list-style-type: none"> • Documents produced and/or used may include graphs, charts, lists, tables, schematics, drawings, schedules, labels, warning signs, information signs, customs documentation, etcetera, in both print and non-print media • Must be able to read simple to complex documents in which considerable inferences may be required • Must be able to read/interpret, and write/complete/produce documents • 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
Writing Skills	<ul style="list-style-type: none"> • Write on a variety of topics including company policy, responses to complaints, estimates, proposals, contractual agreements, staff evaluations, and customer inquiries • 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
Numeracy	<ul style="list-style-type: none"> • Apply financial math • Apply scheduling, budgeting and accounting math • Apply measurement and calculation math • Apply data analysis math • Utilize numerical estimation

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Oral Communication	<ul style="list-style-type: none"> • Provide clear and concise direction and instructions to staff and other departments • Professional communications with clients, customers, staff, and colleagues using a variety of communications devices and media • Exchange information with other managers and senior management • Interview potential staff members during the recruitment process • Conduct staff meetings and make presentations
Thinking Skills	(Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information)
Problem Solving	<ul style="list-style-type: none"> • Respond to customer and staff complaints • Ability to think and respond quickly, and adjust schedules and operating plans in response to unplanned events • Ability and willingness to seek and incorporate input from others in order to develop collaborative solutions • Identify the factors causing contingencies with supply chain operations using the appropriate problem-solving and investigation methods
Decision Making	<ul style="list-style-type: none"> • Make decisions in a fast paced changing environment • Make decisions with market, economic, social, and political environments taken in to account • Decisions are made in line with the supply chain strategy of the organization • Establish supplier evaluation criteria and methods of analysis • Select service providers • Make decisions regarding staffing requirements • Allocate specific work activities to employees, and other such as contractors or subcontractors • Establish the parameters for negotiating terms and conditions • Make decisions about suggestions for change (e.g. supply chain strategy, policies and procedures, etc.)
Job Task Planning and Organizing	Supply Chain Managers are self-directed, making decisions on priorities and order of tasks. Supply Chain Managers need to make adjustments for frequent interruptions and changing priorities.
Significant Use of Memory	Supply Chain managers must remember the policies of the organization, customer details, staff details, organizational priorities, export and import systems, contract law, and applicable supply chain related laws and regulations.
Finding Information	<ul style="list-style-type: none"> • Obtain information on the current legislation and regulations that apply to supply chain operations

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	<ul style="list-style-type: none"> • Find information for budgeting purposes • Retrieve information from minutes and correspondence to set policy • Investigate customer satisfaction through surveys, focus groups, sales figures, or feedback from customers
Working with Others	Supply Chain Managers lead teams and often work as part of broader teams such as boundary and organization-spanning teams. Supply Chain Managers 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. Supply Chain Managers must have the capacity to build relationships both internally and externally to an organization and manage diverse multicultural workforces.
Continuous Learning	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, and trade shows. In addition, skills are upgraded by attending conferences and networking functions, by liaising with industry associations, and by taking management classes through educational institutions.
Additional Information	(Physical Aspects, Attitudes)
Physical Aspects	Supply Chain Managers work extensively in an office environment (sitting for long periods, repetitive computer and telephone use). However, Supply Chain Managers will also be required to travel to satisfy the position function. Typically there is no heavy lifting, bending, or stooping required.
Attitudes	Supply Chain Managers should have very advanced interpersonal skills – demonstrate integrity and ethical behaviour, be persuasive, empathetic, able to handle pressure, creative, have a sense of urgency, and attention to detail. Supply Chain Managers must exhibit leadership, people management skills, advanced negotiation skills, advanced conflict resolution skills, and organizational and planning abilities. Adaptability and flexibility are important, as Supply Chain Managers work with diverse multicultural workforces.
Future Trends Affecting Essential Skills:	Supply Chain Managers are in demand and will continue to increase in demand in strategic importance the North American marketplace. Increasing computerization may mean that Supply Chain Managers will require enhanced computer skills in order to work with more complex software platforms, communication tools, and technology. Knowledge of international law and regulation, and new and emerging financial instruments and tools is and will continue to be essential in a

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<p>growing global economy.</p> <p>Awareness of and the ability to monitor changes to the business environment (e.g., fuel costs, commodity prices, exchange rates, etc.) will be important in order to plan and prepare for potential impact, as well as to identify supply chain related optimization opportunities.</p> <p>Knowledge and experience with changing business models (outsourcing / off-shoring, etc.), the ability to speak more than one language, and an awareness of and sensitivity to the diversity of international cultures is considered a growing need in the face of increasing globalization.</p> <p>Furthermore, an understanding of the principles of sustainability as they relate to environmental, social, and corporate governance issues is of increasing importance.</p>

<p>Government of Canada Defined - Related NOC Code & Description</p>	<p>0113 Purchasing managers</p> <p>Purchasing managers plan, organize, direct, control and evaluate the activities of a purchasing department and develop and implement the purchasing policies of a business or institution. They are employed throughout the public and private sectors.</p>
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