Supply Chain Management (Ontario College Graduate Certificate) Program Standard

The approved program standard for Supply Chain Management program of instruction leading to an Ontario College Graduate Certificate delivered by Ontario Colleges of Applied Arts and Technology.
(MTCU funding code 78902)

Ministry of Training, Colleges and Universities
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Inquiries regarding specific Supply Chain Management (Ontario College Graduate Certificate) programs offered by colleges of applied arts and technology in Ontario should be directed to the relevant college.

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Table of Contents

I. Introduction

This document is the Program Standard for the Supply Chain Management program of instruction leading to an Ontario College Graduate Certificate delivered by Ontario colleges of applied arts and technology (MTCU funding code 78902).

Development of System-Wide Program Standards

In 1993, the Government of Ontario initiated program standards development with the objectives of bringing a greater degree of consistency to college programming offered across the province, broadening the focus of college programs to ensure graduates have the skills to be flexible and to continue to learn and adapt, and providing public accountability for the quality and relevance of college programs.

The Program Standards and Evaluation Unit of the Ministry of Training, Colleges and Universities have responsibility for the development, review and approval of system-wide standards for programs of instruction at Ontario colleges of applied arts and technology.

Program Standards

Program standards apply to all similar programs of instruction offered by colleges across the province. Each program standard for a postsecondary program includes the following elements:

- **Vocational standard** (the vocationally specific learning outcomes which apply to the program of instruction in question),
- **Essential employability skills** (the essential employability skills learning outcomes which apply to all programs of instruction); and
- **General education requirement** (the requirement for general education in postsecondary programs of instruction).

Collectively, these elements outline the essential skills and knowledge that a student must reliably demonstrate in order to graduate from the program.

Individual colleges of applied arts and technology offering the program of instruction determine the specific program structure, delivery methods and other curriculum matters to be used in assisting students to achieve the outcomes articulated in the standard. Individual colleges also determine whether additional local learning outcomes will be required to reflect specific local needs and/or interests.

The Expression of Program Standards as Vocational Learning Outcomes

Vocational learning outcomes represent culminating demonstrations of learning and achievement. They are not simply a listing of discrete skills, nor broad statements of knowledge and comprehension. In addition, vocational learning outcomes are interrelated and cannot be viewed in isolation of one another. As such, they should be viewed as a comprehensive whole. They describe performances that demonstrate that significant integrated learning by graduates of the program has been achieved and verified.

Expressing standards as vocational learning outcomes ensures consistency in the outcomes for program graduates, while leaving to the discretion of individual colleges, curriculum matters such as the specific program structure and delivery methods.

The Presentation of the Vocational Learning Outcomes

The **vocational learning outcome** statements set out the culminating demonstration of learning and achievement that the student must reliably demonstrate before graduation.

The **elements of the performance** for each outcome define and clarify the level and quality of performance necessary to meet the requirements of the vocational learning outcome. However, it is the performance of the vocational learning outcome itself on which students are evaluated. The elements of performance are indicators of the means by which the student may proceed to satisfactory performance of the vocational learning outcome. The elements of performance do not stand alone but rather in reference to the vocational learning outcome of which they form a part.

The Development of a Program Standard

In establishing the standards development initiative, the Government determined that all postsecondary programs of instruction should include vocational skills coupled with a broader set of essential skills. This combination is considered critical to ensuring that college graduates have the skills required to be successful both upon graduation from the college program and throughout their working and personal lives.

A program standard is developed through a broad consultation process involving a range of stakeholders with a direct interest in the program area, including employers, professional associations, universities, secondary schools and program graduates working in the field, in addition to students, faculty and administrators at the colleges themselves. It represents a consensus of participating stakeholders on the essential learning that all program graduates should have achieved.

Updating the Program Standard

The Ministry of Training, Colleges and Universities will undertake regular reviews of the vocational learning outcomes for this program to ensure that the Supply Chain Management (Ontario College Graduate Certificate) Program Standard remains appropriate and relevant to the needs of students and employers across the Province of Ontario. To confirm that this document is the most up-to-date release, please contact the Ministry of Training, Colleges and Universities at the address or email address noted on the inside cover page.

II. Vocational Standard

All graduates of Supply Chain Management Graduate Certificate programs have achieved the twelve (12) vocational learning outcomes (VLOs) listed in the following pages.

Preamble

Every organization that acquires raw materials, adds value through its manufacturing process, distributes, transports, stores and/or sells materials, goods or services, or manages any one or more of these functions, is part of a supply chain that spans from point of origin to point of consumption. The size and scope of supply chains can range dramatically and serve local and/or international markets. Consequently, supply chains can encompass a multiplicity of roles, functions and processes, involve a diversity of public and private sector stakeholders, and impact and be impacted by a range of internal and external factors. An appreciation for the complexity and interconnectedness of roles, work processes, transactions and stakeholders within and between supply chains, and the impact of supply chain decisions on financial performance, is essential for those choosing to work in the field.

Supply chain activities generally fall within the following functional areas:

- procurement and sale of goods, services and materials;
- production planning, scheduling and resource allocation;
- fulfillment of customer orders and returns,
- the logistics associated with the handling, transportation and movement of goods, services and materials;
- inventory management; and
- continuous improvement of supply chain functions and processes.

This program standard establishes a “common core” of graduate certificate supply chain management learning outcomes. Individual Colleges may choose to deliver a program that develops students’ vocational knowledge and skills in this as a new professional area, or one that broadens skills that students have already gained in a related postsecondary program through the performance of a more specialized range of activities. The program title will indicate if there is a focus on one or more of the functional areas.

Program graduates support strategic objectives and the management of these job functions by:

- examining the connections between strategic objectives, stakeholder expectations, and supply chain design, functions, processes and roles;
- determining the value added and financial implications of supply chain decisions and design on business profitability, efficiency and stakeholder satisfaction;

- using risk mitigation tools and strategies;
- reviewing supply chain activities and transactions for compliance with relevant policies, standards legal, regulatory and contractual obligations;
- collaborating with, and using leadership and communication skills to build strategic relationships with, a diversity of stakeholders;
- using available technologies; and
- monitoring relevant trends, issues and emerging technologies.

Employment opportunities for graduates of supply chain programs are as varied as the field is broad. Employers also encompass a wide range of organizations and industries, from manufacturing and distribution of consumer goods to the services and public sectors, and from large corporations to small businesses. Graduate Certificate programs are generally designed to prepare graduates for specialized roles that can include performance of skilled operations requiring analysis and evaluation, as well as leadership and the guidance of others.

There are opportunities for graduates to pursue further educational qualifications. Graduates should contact individual colleges and universities for further details.

Endnote : The Ontario Council on Articulation and Transfer (ONCAT) maintains the provincial postsecondary credit transfer portal, ONTransfer, at http://www.ontransfer.ca

Synopsis of the Vocational Learning Outcomes

Supply Chain Management (Ontario College Graduate Certificate)

The graduate has reliably demonstrated the ability to

1. examine the connections between strategic objectives, stakeholder expectations, and supply chain design, functions, processes and roles, to guide decision-making, problem-solving and coordination of tasks.
2. determine the value added and financial implications of supply chain decisions and design on overall business profitability, efficiency and stakeholder satisfaction.
3. ensure supply chain activities and transactions are compliant with relevant legal, regulatory and contractual obligations, and industry and organization standards and policies for quality, health, safety, accountability, social and environmental responsibility.
4. use risk mitigation tools and strategies to inform supply chain management decisions.
5. contribute to the acquisition and sale of goods, services and materials in accordance with best practices and public and private sector stakeholder expectations across a variety of industries.
6. contribute to the strategic planning and scheduling of material requirements, resource allocation and inventory for efficient production and fulfillment of customer orders and returns.
7. coordinate the efficient handling and movement of goods, services, materials and related information within and between supply chains.
8. contribute to the identification and management of continuous improvements to functions and processes within and between supply chains.
9. use available technologies to enhance work performance and support supply chain functions, processes, transactions and communications.
10. monitor relevant trends, emerging technologies, and local and global economic, political and environmental issues to enhance work performance and guide management decisions.
11. use leadership and communication skills to establish and manage strategic relationships with a diversity of stakeholders and support the achievement of business goals.
12. develop and apply ongoing strategies for personal, career and professional development.

Note: The learning outcomes have been numbered as a point of reference; numbering does not imply prioritization, sequencing, nor weighting of significance.

The Vocational Learning Outcomes

1. The graduate has reliably demonstrated the ability to

examine the connections between strategic objectives, stakeholder expectations, and supply chain design, functions, processes and roles, to guide decision-making, problem-solving and coordination of tasks.

Elements of the Performance

- describe the multiplicity of supply chain roles, functions, processes and stakeholders
- describe the types, categories and sources of data, documentation and information required to facilitate business operations within and between supply chains
- explain the importance and central role of market supply and demand to strategic objectives and business operations within and between supply chains
- examine the interconnectedness (relationships and dependencies) of roles, processes, transactions and stakeholders within and between supply chains, and between supply chain management and other essential business functions (e.g., sales, marketing, financial management, research and development, human resources, etc.)
- align an organization's strategic vision with goals in supply chain design and decision-making
- examine the impact of the variations and requirements for the flow (timing, direction, speed, entry and exit points) of goods, services, materials, finance and associated information within and between supply chains on decisions and solutions
- account for industry drivers (e.g., increasing globalization, environmental protection, resource scarcity, competition, security demands, regulation, etc.) and internal drivers (e.g., competitive strategy, asset utilization, production cycles, inventory management, etc.) in the design and management of supply chains
- examine the relationship between supply chain management and an organization's viability and success
- examine the influence of environmental and social responsibility issues on supply chain design and management
- examine the impact of current and emerging technologies on supply chain design, management and analysis
- compare and contrast domestic and international supply chain systems, functions, processes, roles and stakeholders across a variety of industries and organizations
- explain the importance of collaboration and customer service in meeting strategic objectives and stakeholder expectations

2. The graduate has reliably demonstrated the ability to

determine the value added and financial implications of supply chain decisions and design on overall business profitability, efficiency and stakeholder satisfaction.

Elements of the Performance

- explain the concept of value added with regard to supply chain functions, processes and roles
- suggest and support strategic opportunities to add value within and between supply chains (e.g., through lowering costs, saving time, increasing customer satisfaction, increasing profitability, etc.)
- determine the financial impacts of value added activities on budgets and profitability and how they contribute towards the objectives/goals of the organization
- explain the significance of financial statements and their application to monitor financial performance and support decision-making
- examine financial statements to guide decision-making
- determine the impact of cost and volume strategies on business profitability
- assess the financial implications of supply chain strategies on business profitability (e.g., outsourcing, off-shoring, re-shoring, channel mix, etc.)
- factor in total cost of ownership to guide decision-making
- recommend trade-offs to optimize the balance between cost and levels of service
- assess supply chain efficiency through financial indicators (e.g., return on investment, profitability, etc.)

3. The graduate has reliably demonstrated the ability to

ensure supply chain activities and transactions are compliant with relevant legal, regulatory and contractual obligations, and industry and organization standards and policies for quality, health, safety, accountability, social and environmental responsibility.

Elements of the Performance

- identify sources of rules, regulations, standards, protocols, guidelines and legal obligations that may impact business operations within a supply chain (e.g., domestic and international law and regulations, trade agreements (NAFTA, MERCOSUR, EEC), HACCP, INCOTERMS, contracts, internal and external repositories of product data (ERP systems, EPCIS, GS1, ECCNet), organization policies, industry best practices, etc.)
- consult relevant sources to ascertain the requirements, conditions, documentation and/or information necessary to facilitate the efficient and ethical acquisition, distribution and movement of goods or materials (e.g., stakeholders, regulations, trade agreements, rules of origin, contract and insurance policy provisions, etc.)
- review and interpret technical and commercial documentation for compliance issues (e.g., Packing List, Bill of Lading, Bill of Exchange, Manufacturing Bill of Materials, Master Production Schedule, etc.)
- recognize and take steps to avoid the negative consequences associated with the acquisition and movement of goods and materials in violation of regulations, standards and/or stakeholder requirements (i.e., additional costs, fines, environmental damage, seizure of goods, return of goods, loss of business reputation, strained stakeholder relations, etc.)
- examine the information and/or documentation necessary to conform to any relevant quality control and assurance programs or product identification/certification standards to facilitate supply chain transactions (e.g., International Organization for Standardization (ISO) series systems, phytosanitary certificates, etc.)
- determine appropriate size, weight and units for consolidation/deconsolidation, handling, transportation and storage that are compatible with product, health and safety standards, relevant regulations and industry best practices
- use supply chain documentation and information for tracing goods, services and materials

4. The graduate has reliably demonstrated the ability to

use risk mitigation tools and strategies to inform supply chain management decisions.

Elements of the Performance

- identify relevant risk factors associated with an organization's supply chain activities (e.g., natural disasters, weather conditions, accidents - collision, pollution, political unrest, financial or economic instability, terrorist activities, etc.)
- contribute to a vulnerability analysis of supply chain systems, processes and components
- measure the financial implications and impact of identified risks
- assess the impact of identified risks on quality, customer service and organizational objectives
- recommend appropriate trade-offs or alternatives that minimize risk impact and guide supply chain decision-making (e.g., by transferring, avoiding, reducing or accepting identified risks)
- prioritize risks and identify tools and strategies to monitor and/or prevent them
- apply strategies and tools to mitigate risks (e.g., back-up and contingency plans, alternative suppliers and service providers, multi-sourcing, insurance, legal advice, etc.)
- follow appropriate policies, procedures and physical controls to manage identified risks and ensure regulatory compliance

5. The graduate has reliably demonstrated the ability to

contribute to the acquisition and sale of goods, services and materials in accordance with best practices and public and private sector stakeholder expectations across a variety of industries.

Elements of the Performance

- participate in demand planning and forecasting to support purchase and sale decisions
- collaborate on purchasing and sale decisions with other functional business areas to optimize responsiveness to stakeholder needs and expectations (e.g. cost, quality, efficiency, warehousing capacity, availability of supplies, financial performance metrics, etc.)
- interpret relevant commercial and technical documentation to identify stakeholder needs, requirements and product/service or materials specifications (e.g. contracts, blueprints, etc.)
- identify legal and other compliance obligations relevant to purchase or sale transactions (e.g., domestic and international law, import/export regulations, trade agreements, contractual terms and conditions, etc.)
- participate in the accurate preparation and timely delivery of commercial, trade and/or financial documentation associated with the procurement or sale processes
- explain the importance of establishing alliances with key suppliers/clients and service providers
- focus on the total cost of ownership, rather than price alone, when analyzing options
- apply principles of environmental sustainability and social responsibility to the procurement and sale of goods, services and materials
- participate in the sourcing, choice and evaluation of suppliers/clients
- examine the impact of purchasing and sale decisions on financial performance indicators
- refer to relevant regulations, policies, procedures and best practices for private sector procurement

6. The graduate has reliably demonstrated the ability to

contribute to the strategic planning and scheduling of material requirements, resource allocation and inventory for efficient production and fulfillment of customer orders and returns.

Elements of the Performance

- participate in demand planning and forecasting to inform material requirements and allocation of resources
- apply best practices in requirements planning to calculate the timing and quantity of orders to meet inventory requirements for production and distribution
- analyze data for trends to inform the strategic planning and scheduling process and optimize use of facilities, equipment and human resources
- analyze the impact of in-sourcing and outsourcing to support “make or buy” decisions
- support the development and implementation of production and/or distribution schedules
- schedule and track purchases, manufacturing activities and deliveries of goods or services to meet planning timelines
- participate in scheduling of staff to optimize production or sales fulfillment
- collaborate with suppliers to facilitate the timing, availability and financing of goods, services and materials
- examine the impact of production efficiencies and inventory management strategies on order fulfillment and financial performance indicators
- participate in demand planning and forecasting to inform and support optimal inventory levels
- use appropriate strategies, tools and information to determine inventory levels and accuracy (e.g. cycle counts, visual review, standard operating procedures, periodic, etc.)
- determine appropriate size, weight and units for consolidation/deconsolidation, handling, transportation and storage that are compatible with product, health and safety standards, relevant regulations and industry best practices
- select appropriate strategies to manage inventory levels to support operational requirements, market demand and stakeholder needs and requirements (e.g., vendor-managed inventory (VMI), just-in time (JIT), economic order quantity (EOQ), Kanban, etc.)
- apply warehousing and materials handling strategies to minimize the cost, time and space needed to handle and store goods and materials along supply chains
- use relevant data sources to track goods, services, materials and associated documentation to ensure order fulfillment, traceability and customer satisfaction

7. The graduate has reliably demonstrated the ability to

coordinate the efficient handling and movement of goods, services, materials and related information within and between supply chains.

Elements of the Performance

- analyze the comparative costs and benefits of various modes of transportation (i.e., road, rail, air, water, pipeline, etc.)
- select the appropriate mode(s) of transportation and carrier(s) based on relevant factors (e.g., size of shipment, geographic location, nature of goods or materials, stakeholder service requirements, cost, etc.)
- recommend opportunities to make effective use of specialized supply chain intermediaries (e.g., freight forwarders, transport specialists, customs brokers, third-party logistics providers, etc.)
- determine the information and documentation required to facilitate the flow of materials, goods and/or services within a supply chain
- coordinate the movement of documentation with the associated goods, materials and services
- factor in the risks of additional costs in logistics decisions (e.g. line-haul costs, expedited freight, etc.)
- determine appropriate size, weight and units for consolidation/deconsolidation, handling, transportation and storage that are compatible with product, health and safety standards, relevant regulations and industry best practices
- select appropriate consolidation/deconsolidation techniques, accounting for stakeholder expectations for cost, quality, quantity, time and location (e.g., pallet systems, containers, etc.)
- apply warehousing and materials handling strategies to minimize the cost, time and space needed to handle and store goods and materials along supply chains
- consider the impact of geographic constraints and hours of service regulations in the transportation of goods and materials
- compare and contrast the information and documentation required to transport a variety of products along domestic and international supply chains (e.g., raw materials, hazardous materials, plants, perishable food items, consumer packaged goods, etc.)
- analyze the information and documentation required to facilitate the flow of services along supply chains
- provide information for tracking and identification through unique product identifiers (e.g., barcodes, SKUs, Universal Product Code (UPC), etc.)
- analyze relevant data and factors to determine the optimum distribution channel for a variety of products and services

- apply a working knowledge of the documentation required for international transportation, customs and import/export processes, current international commercial terms (INCOTERMS), internationally approved Harmonized System (HS) of classification for tariff purposes, and the role of customs brokers, to facilitate the international movement/distribution of goods

8. The graduate has reliably demonstrated the ability to

contribute to the identification and management of continuous improvements to functions and processes within and between supply chains.

Elements of the Performance

- use mapping tools and skills to chart supply chain systems, processes and components (e.g., the flow and movement of relevant products, services, materials, information and finance within and between supply chains, decision points, transactions, stakeholders, etc.)
- apply lean principles and processes to business operations to identify value streams and opportunities to eliminate waste and improve customer satisfaction
- discuss opportunities to integrate principles of environmental sustainability and social responsibility into supply chain functions and processes
- participate in root cause analyses of supply chain processes and components to uncover problems/wastage and recommend solutions that align with organizational objectives and stakeholder requirements
- identify and monitor targets, objectives, benchmarks and/or key performance indicators for continuous improvement, waste elimination and customer satisfaction (e.g. increased profits, lower costs, on-time delivery, inventory reduction, better terms, higher quality, availability, response times, complaints, reduced carbon footprint, etc.)
- apply project management principles, tools and skills to guide the analysis and continuous improvement of supply chain processes and components
- use appropriate tools and technologies to monitor the progress of continuous improvement projects and to improve supply chain functions and processes
- assist in managing the impact that changes in supply chain processes and components will have on stakeholders
- produce timely and regular project communication updates
- explain the reasons and benefits of continuous improvement projects to encourage buy-in of stakeholders
- solicit and share opinions and ideas from stakeholders throughout continuous improvement projects
- anticipate problems during implementation of changes to processes or components, and contribute to the preparation of contingency plans
- cooperate with cross-functional team members to support the implementation and acceptance of changes to supply chain functions and processes

9. The graduate has reliably demonstrated the ability to

use available technologies to enhance work performance and support supply chain functions, processes, transactions and communications.

Elements of the Performance

- use applications and tools to manage time, track deadlines, progress and completion of work, and organize information, contact lists and schedules
- select appropriate information and communication technology to collaborate and engage with internal and external stakeholders (e.g., telecommunications, social media, email, text messages, Web-based conferencing applications, etc.)
- use information and communication technology to access, store, send and manage information
- identify and use Web-based resources and tools when appropriate to support supply chain functions, processes, transactions and communications
- determine the reliability, authority, legality, relevance and currency of information and information sources
- describe the purposes, features, benefits and appropriate use of software tools for business planning (e.g., Enterprise Resource Planning (ERP) software, spreadsheet and database applications, etc.)
- describe the sources and types of data that can be collected, tracked and/or analyzed by available technology tools to support business planning and supply chain functions, processes, transactions and communications
- describe how technology can facilitate the flow of information between business activities and systems
- describe the links between system data input and documentation output
- identify the types of analysis, reports and documents that can be generated by business planning software and applications
- use spreadsheet, database and/or ERP software and applications to collect, store, organize, process and analyze data and financial information, and generate reports and documentation
- demonstrate proficiency using spreadsheet software (e.g., analyzing data using pivot tables, charts, graphs, formulas, etc.)
- demonstrate proficiency using database software and applications
- demonstrate proficiency using presentation software and applications
- explain the use of industry-specific equipment and technologies to support a variety of supply chain roles, functions and processes (e.g., EDI global positioning systems (GPS), satellite tracking, bar coding and scanning, radiofrequency (RF), etc.)

- adapt acquired technology skills and knowledge to new or different settings, platforms, communication, information and industry-specific tools and technologies

10. The graduate has reliably demonstrated the ability to

monitor relevant trends, emerging technologies, and local and global economic, political and environmental issues to enhance work performance and guide management decisions.

Elements of the Performance

- examine the relevance of business and economic indicators in assessing and anticipating trends and necessary changes to supply chain functions and processes
- determine the impacts of external factors on the supply chain (e.g., political issues - changes to legislation or regulations, government changes or instability, war, terrorism, political or trade alliances, etc., climate change, emerging technology, stakeholder expectations, market demand, etc.)
- examine internal factors that may impact business operations within and between supply chains in the short, medium and long term (e.g. outsourcing, reshoring, alliances, changes in technologies and information systems, etc.)
- contribute to informed discussions and report on the impact of trends and issues on supply chain efficiency and business profitability
- select and use appropriate monitoring tools to stay informed of relevant regulations, trends and issues impacting supply chain processes and transactions
- determine the reliability, authority, legality, relevance and currency of information and information sources
- contribute ideas to influence supply chain effectiveness based on emerging trends, issues and technological advances

11. The graduate has reliably demonstrated the ability to

use leadership and communication skills to establish and manage strategic relationships with a diversity of stakeholders and support the achievement of business goals.

Elements of the Performance

- be proactive and timely in anticipating, responding to and adapting priorities to meet stakeholder requests and needs
- use active listening skills to determine stakeholder needs, wants and/or expectations
- choose communication means and use appropriate format, technical or non-technical language, etiquette, tone and/or body language appropriate for the purpose of the communication and intended audience
- adapt communication style to the needs of individuals and ensure their special needs are accommodated
- review solutions and recommendations carefully before communicating them
- delegate tasks to others as appropriate, taking into account their skills, experience and attitudes, the nature of the work and the avoidance of bias or favouritism
- show resourcefulness, tact, diplomacy and offer alternative solutions when dealing with problems or complaints
- apply principles of organizational behaviour, conflict, stress, change and time management to support successful teams and working relationships
- follow best practices to ensure meetings run smoothly and are productive (e.g., set and follow an agenda, start and end on time, prepare in advance, allow equal opportunity for participation, record minutes, etc.)
- establish specific, measurable and realistic objectives to guide individuals and teams to the completion of tasks
- motivate others by explaining the relationship between tasks and projects and the organization’s broader vision and goals
- model and promote equity, inclusion, courtesy and respect when interacting and communicating with stakeholders
- assess appropriate responses to a variety of ethical issues and dilemmas that can arise in the workplace
- use appropriate business etiquette, language and demonstrate respect for customs and traditions when doing business
- provide effective positive and constructive feedback

12. The graduate has reliably demonstrated the ability to

develop and apply ongoing strategies for personal, career and professional development.

Elements of the Performance

- track issues and trends to identify opportunities for ongoing personal and professional development and to support career development
- adapt to changing workplace and stakeholder needs or expectations
- show initiative toward problem solving and undertaking new or difficult tasks
- reflect on, learn from and accept responsibility for mistakes and poor decisions
- identify relevant opportunities for professional development and engage in continuous learning
- develop and maintain contact with others in the field through networking and participation in professional associations
- support and promote the roles and contributions of supply chain professionals
- evaluate one's strengths and weaknesses as a leader to identify areas for personal and professional growth
- identify opportunities to enhance career development by acquiring professional certifications and designations