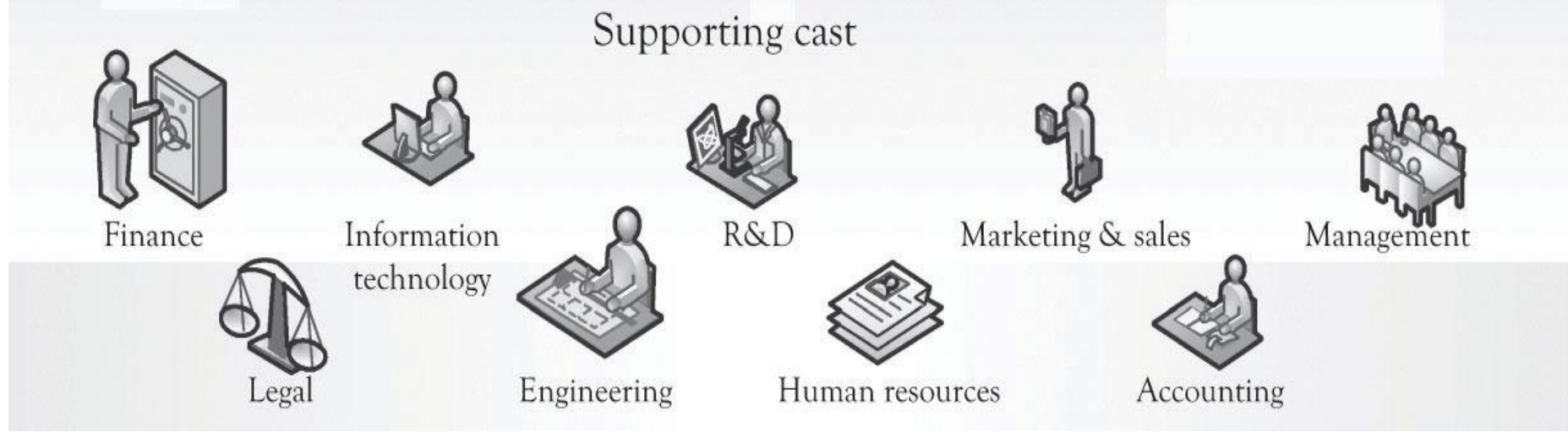
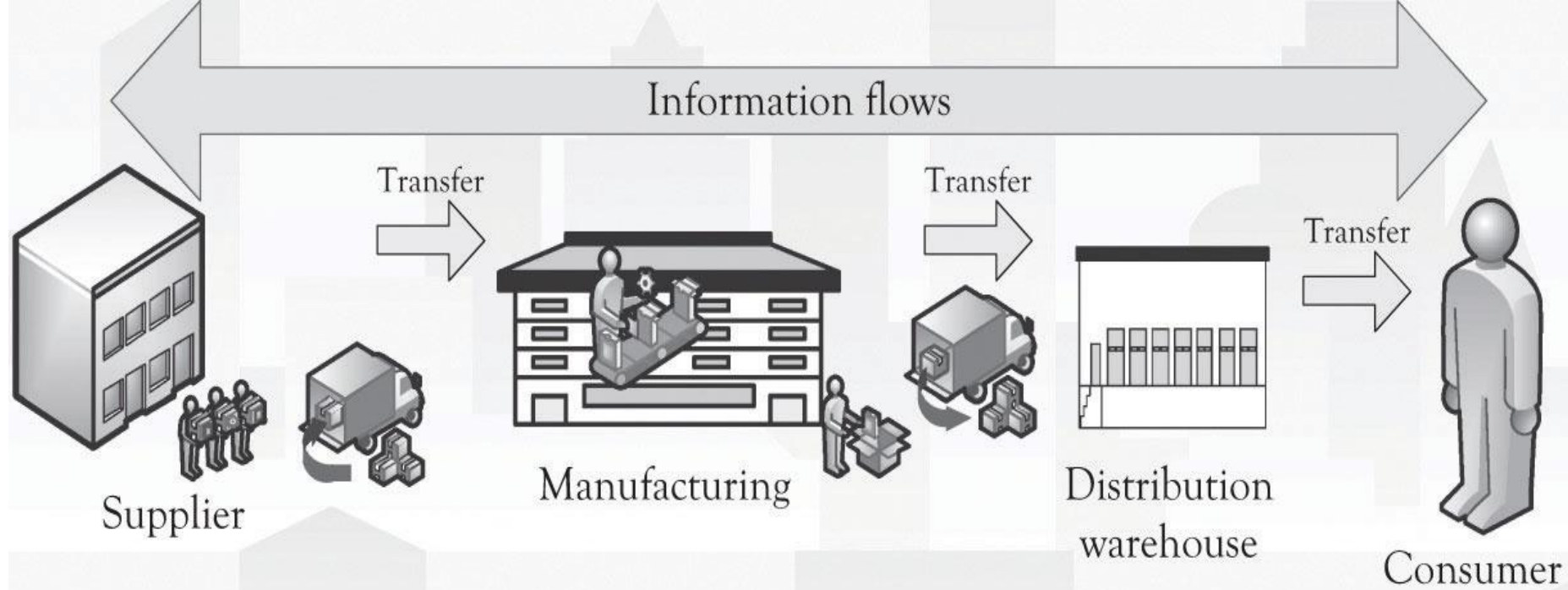
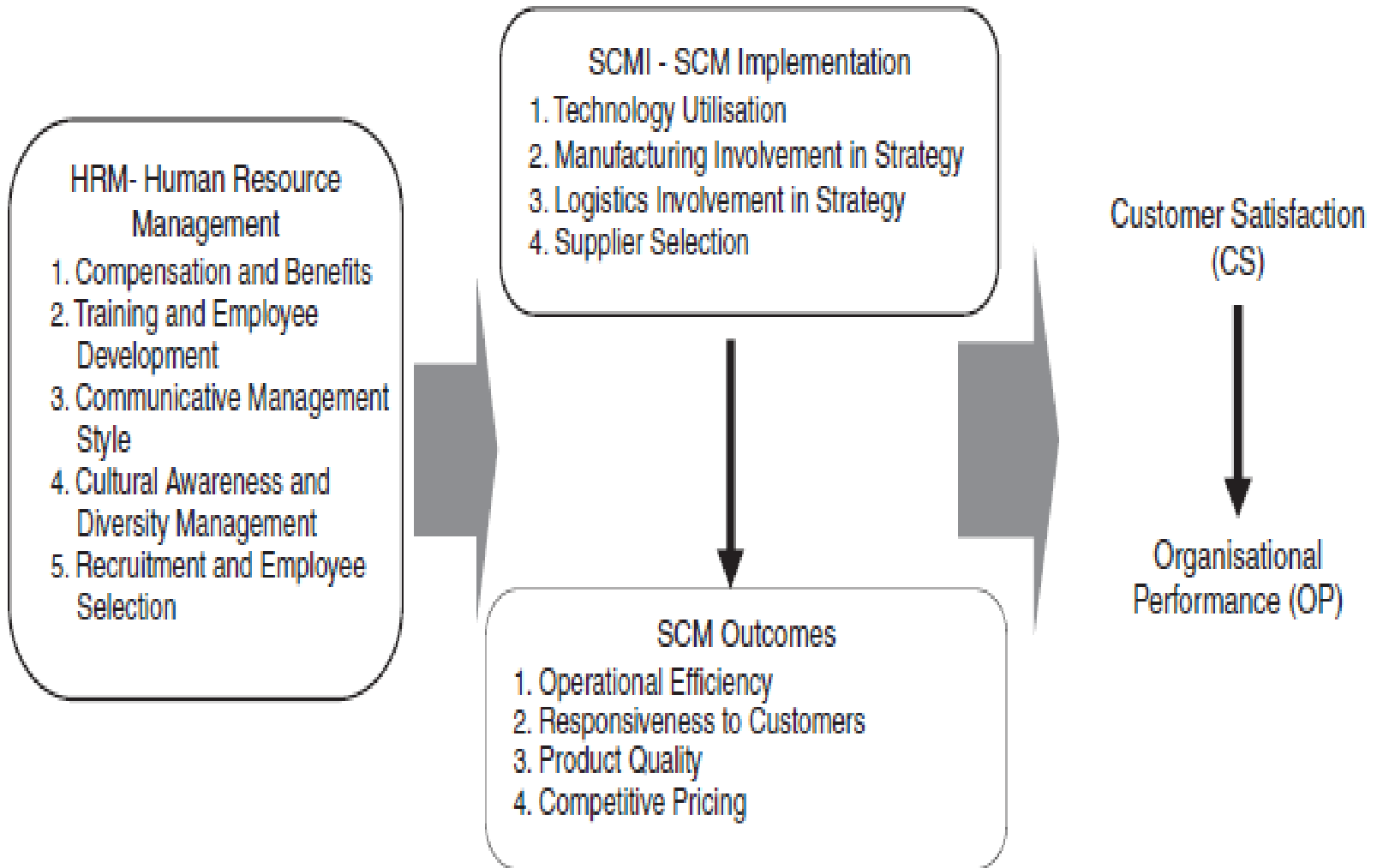


# SUPPLY CHAIN MANAGEMENT MANAGING HUMAN RESOURCES



Human resources (HR) and the SC as fields of study have traditionally been treated separately, despite their being “intimately linked” in almost all business environments (Barnes and Liao, 2012)



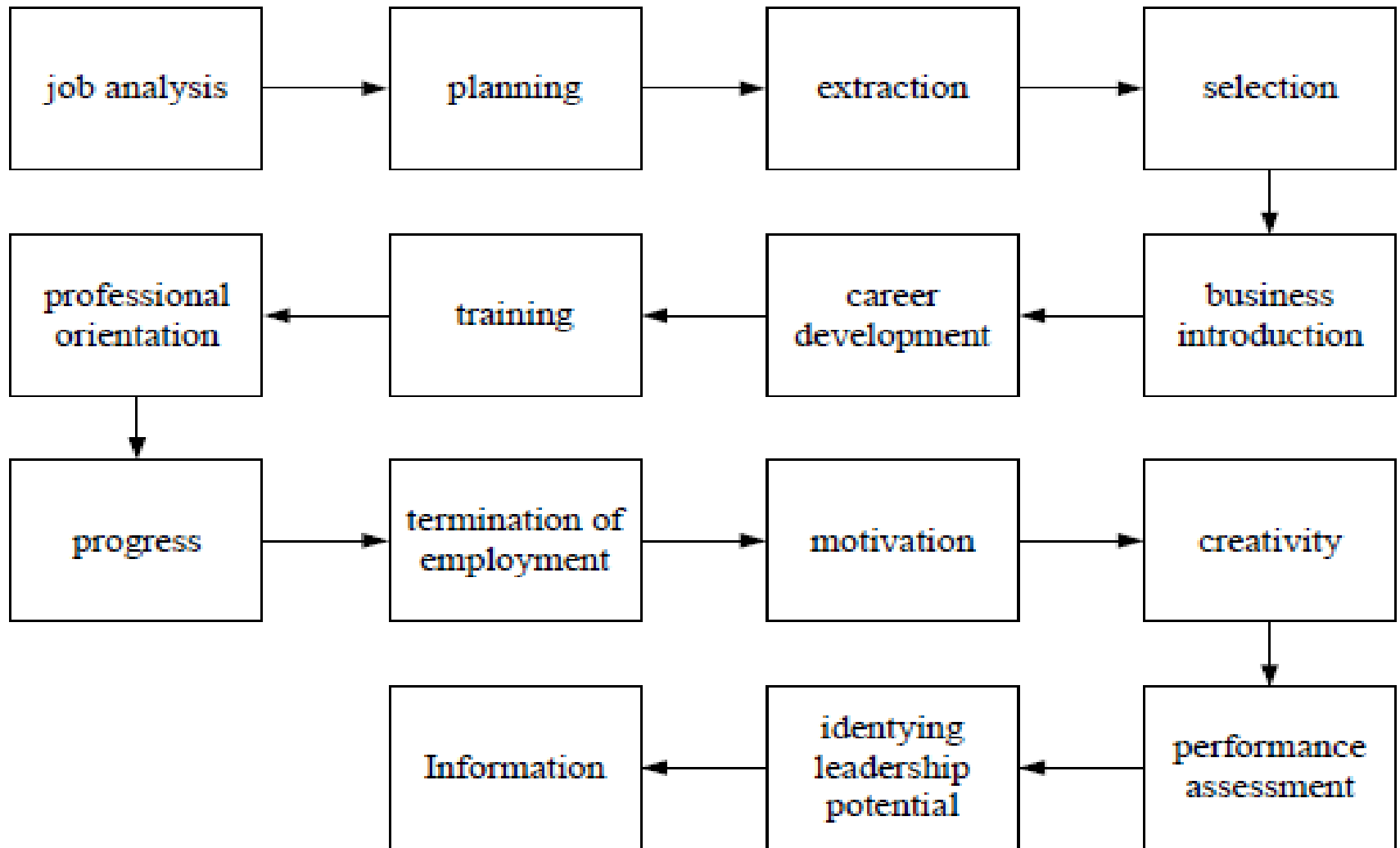


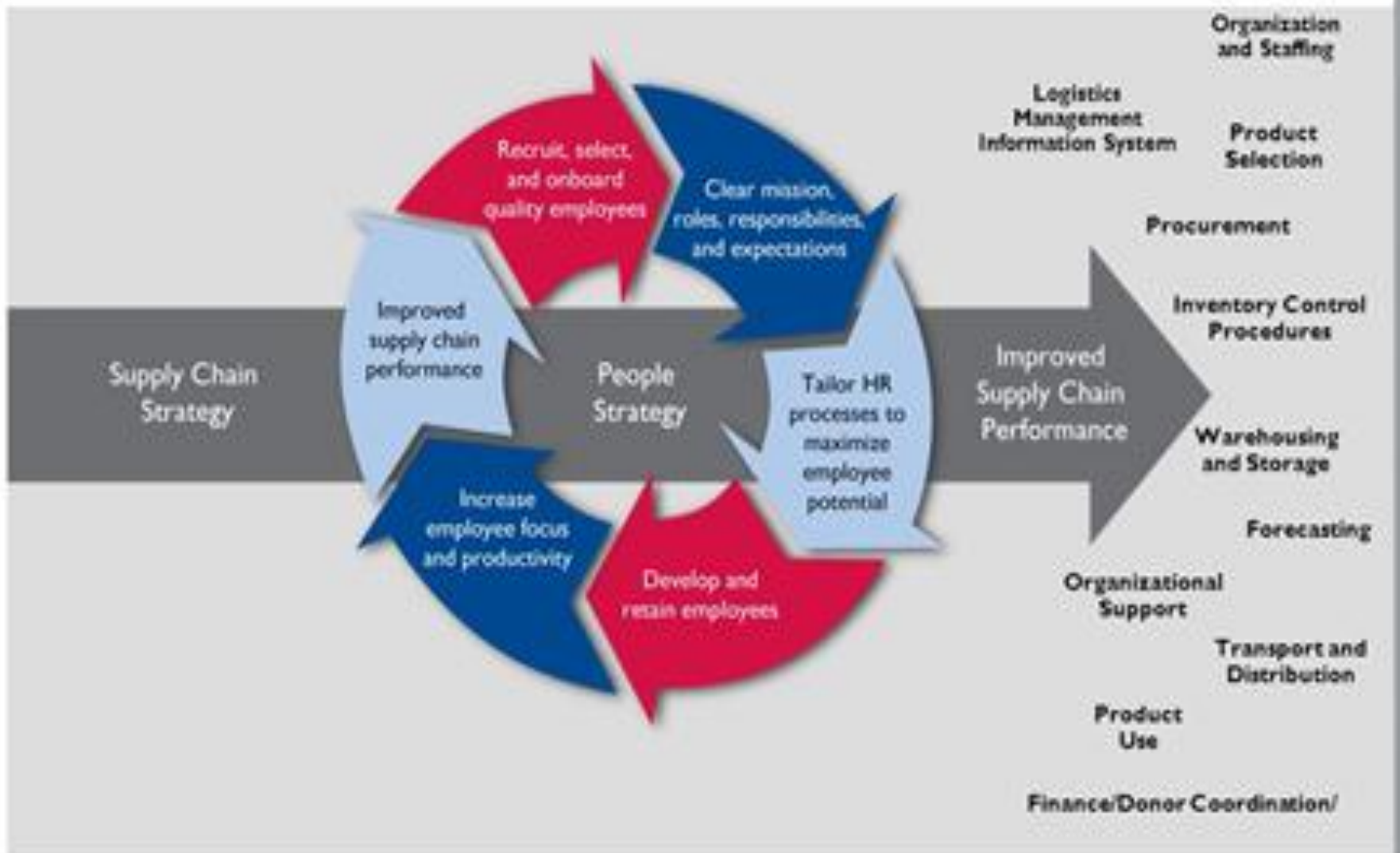
skills study career  
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**TRAINING**  
**DEVELOPMENT**  
 solution job strategy professional direction  
 text teaching lesson  
 student business



- recruitment and promotion based on knowledge, skills and competencies
- high level of investment in training and training of employees at work
- high level of team work and team culture
- development of multiple skills of employees
- better communication of managers and employees and better working relations
- commitment to quality
- stimulation of initiatives and suggestions of employees
- creation of organizational status symbols: organizational restaurant, coffee shop, uniform, sports facilities, club officers...

# Major processes and functions of human resources





Source: J.D. Houston, *Making smart Investments for Human Resources for Supply Chain Management*, Skills Building Workshop



<b>Managerial</b>	<b>Tactical</b>	<b>Operational</b>
<ul style="list-style-type: none"> <li>• Contract administration and management</li> <li>• Regulatory knowledge</li> <li>• Negotiation skills</li> <li>• Vendor relations/ management</li> <li>• Performance measurement and quality management</li> <li>• Knowledge of currency markets and business implications, especially for purchasing/ procurement managers</li> <li>• Emerging emphasis on process and change management skills</li> <li>• Ability to work globally (e.g., working with other cultures)</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical capability and process improvement (e.g., pending shortage of business analysts)</li> <li>• Systems applications and related knowledge</li> <li>• Regulatory knowledge</li> <li>• Planning and forecasting skill sets and process knowledge</li> <li>• Ability to seek out opportunities for cost savings and process improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Process and systems knowledge</li> <li>• Data collection and systems input capability</li> <li>• Continued manual ability</li> <li>• Customer relationship and communication skills/competencies</li> <li>• A number of operational employees indicated a concern that they are generally not receiving business and analytical/problem solving training</li> <li>• Also a concern that supervisory staff need ongoing supervisory training, and in large part, do not receive it</li> <li>• However, occupational health &amp; safety training deemed to be very strong across most companies/ organizations</li> </ul>

# A Tetralogy of Supply Chain Talent Trends

## Industry Demands for New Supply Chain Talent

Estimated demand for supply chain professionals exceeds supply by a ratio of six to one. The high level of hiring activity for all types of logistics and supply chain positions, combined with a significant decrease in expected layoffs in 2011 to 12, create the level of net job growth in the operations and supply chain management professions that is not only the highest since the global recession began, but also higher than the average for all occupations.

## Supply Chain Talent Gaps

More than 60 million Baby Boomers will exit the workforce by 2025, but only 40 million new bodies will enter, creating a "hollowed-out middle" and even senior-level management positions.

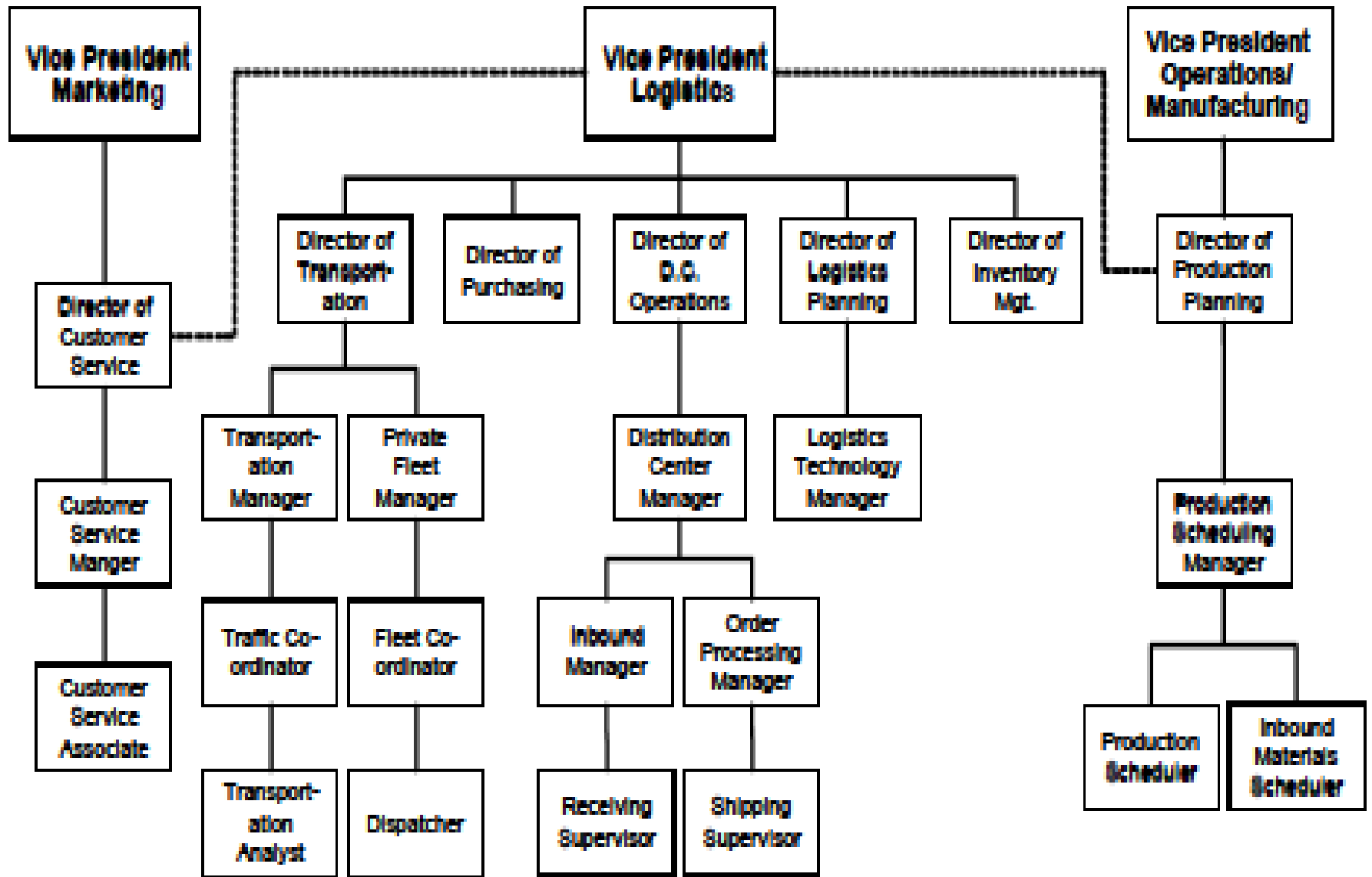


## Potential Business Faculty Shortages

The shortfall of new business doctorates available for faculty employment is estimated at 2,500 by 2014. Of current full-time business faculty in the United States, only about 1 percent is in supply chain management/transportation/logistics field.

## Supply Chain Profession Dynamics

As an industry, supply chain is evolving as a highly educated sector rich in "hard" analytical skills. However, three out of four jobs in supply chain will change by 2015, suggesting that being rich in "hard" skills is no longer sufficient. A set of "soft" and "hard" skills, leaderships, and cross-functional competencies essential for professional and organizational success in the 21st Century will continue to broaden and constantly evolve.



## Material Handler Carrier Levels/ Years of experience

Career Levels	Position	Average Experience	
		From	To
10	Site Manager	7 years	10 years +
9	Operations Manager	5 years +	6 years
8	Cross Functional Trainee	4 years +	5 years +
7	Area/Department Manager	4 years +	5 years +
6	Manager Trainee	4 years	5 years
5	Team Leader (Supervisor)	3 years	4 years +
4	Team Leader Trainee Roles	2 years	4 years
3	Cross Functional	3 months	3 years
2	Clerical	3 months	2 years
1	Material Handler		1 year +

## Customs Broker Analyst Career Levels/Years of Experience

Career Levels	Position	Average Experience	
		From	To
7	Vice President	7 years	10 years +
6	Director	5 years +	6 years
5	Manager	4 years +	5 years +
4	Manager Trainee	3 years +	4 years
3	Coordinator/Supervisor	2 years +	3 years
2	Supervisor Trainee	2 years	3 years
1	Customs Broker Analyst	1 year	2 years



THE END

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