

FROM THE FOUNDING SPONSOR



Human Resource and Business Solutions

TSI Group is extremely pleased to partner with Canadian Transportation & Logistics, SCL and The Laurier Institute of Wilfrid Laurier University for the fifth consecutive year in co-sponsoring the most comprehensive industry specific survey of its kind in Canada, the salary survey of supply chain professionals.

The supply chain profession has continued its evolutionary progress toward corporate optimization, and continues to raise the bar towards excellence, thereby heightening its profile and importance within the corporation.

TSI Group is a full service provider of human resource and business solutions, as well as a provider of corporate training to the supply chain and logistics industry. We recognize the importance of supply chain excellence. We look forward to the results of this year's salary survey and to streamlining future surveys to meet the needs of the supply chain profession.



FROM THE SUPPORTING PARTNERS

Supply Chain & Logistics Canada (SCL) is pleased to be a partner in the delivery of this comprehensive study of logistics professionals. With a mission to advance the logistics and supply chain profession in Canada through communication and networking; education and training; and knowledge and leadership, SCL focuses on developing the skills of Canada's logisticians. The Association's research endeavours and highly rated educational programs cover many aspects of the supply chain, including human resource development.



A leader in executive and management development, The Laurier Institute is proud to be a supporter of the fifth annual Survey of the Canadian Logistics Professional. The Laurier Institute is affiliated with Wilfrid Laurier University's School of Business and Economics, one of Canada's largest business schools. As supply chain and logistics management transforms business practices by linking strategic planning with information technology and general management, The Laurier Institute is creating educational opportunities for professionals in this growing field.





Do you still measure up?

Part II

2003 was a rough year for supply chain professionals, with many setbacks. Find out how you fared with our fifth annual Survey of the Canadian Logistics Professional.

BY LOU SMYRLIS

Some years you strive to get ahead in your career; others you strive to survive. Based on the results from our fifth annual Survey of the Logistics Professional, 2003 will go down as a year of the latter.

An invitation to participate in the annual survey was e-mailed to 5,330 supply chain professionals in November of 2003. The timing was apt as it captured the mood of professionals who had to deal with almost a year of economic shocks and the direct or indirect impact they've had on the supply chain - SARS, mad cow, rising dollar, B.C. forest fires, eastern blackout. Participants were asked many questions about their job responsibilities, challenges, and job satisfaction. The picture that emerged from the 793 which responded (which represents a response rate of 15% and a margin of error of +/- 3.5%, 19 times out of 20) is a disturbing one.

The most significant finding from this year's survey was the drop in job satisfaction. A drop in satisfaction levels was noted for the first time with last year's survey when the satisfaction

level, which is measured on a five-point scale (with five representing "very satisfied"), dropped to 3.7 from 3.8 the previous year. With this year's survey the job satisfaction level dropped to 3.6. Only 58% of you rated your satisfaction level as a four or five out of five, compared to 63% last year and 66% the year before that. On the other end of the scale, 12% of you indicated not being satisfied with your jobs, a significant jump from last year's 5%. The dropping satisfaction levels were noted across all positions with the exception of senior managers, whose satisfaction level held steady. Supply chain professionals in the first layer of management and those in support staff roles were particularly frustrated.

No doubt a fair bit of that frustration stems from the distinct slowdown in pay increases noted for the first time last year. As reported in Part I of this report (see the January issue), only 73% of you received a salary increase last year, even though 84% were expecting one. In comparison, 76% received

The "Average" Logistics Professional

Gender: Male (78%)

Average age: 43 years old

Years of logistics experience: 16

Average no. of companies worked for: 4

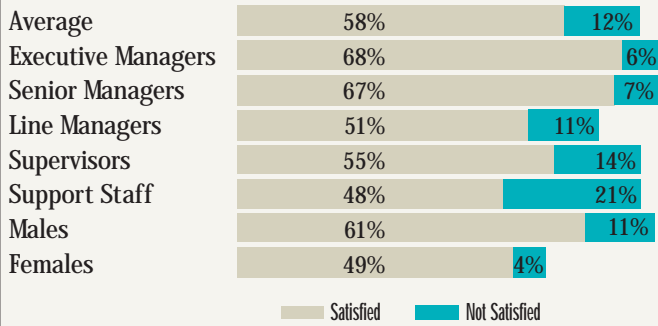
Average no. of years with current employer: 9 years

Average total compensation (base salary and bonus): \$75,050

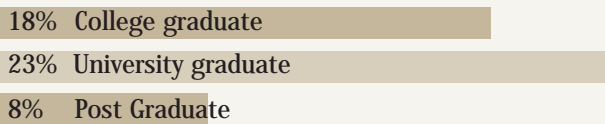
Education: 37% have attained bachelor's or higher degree

Training: 29% are currently enrolled in professional development

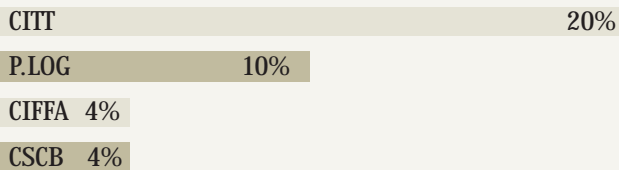
Job Satisfaction (% Satisfied)



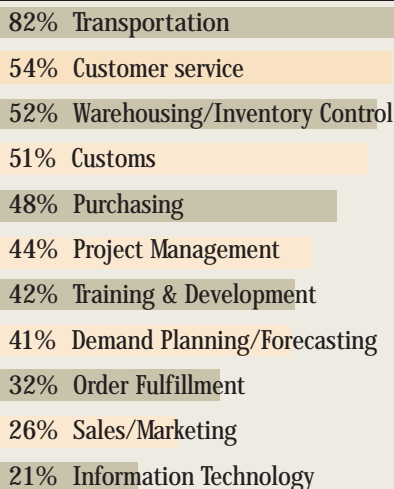
Education (Highest Level Attained)



Top 4 Professional Designations Earned



Main Job Functions



Size of Annual Budget



increases the previous year and 81% the year before that. There was a similar decrease in those receiving bonuses. And the average salary dropped by 9% from the previous year.

Increased government scrutiny into the supply chain, growing expectations from shareholders and the executive team on how supply chain efficiencies and cost reductions should contribute to corporate goals has placed the supply chain under the microscope. Unfortunately it has come at a time when less money may be available for initiating the projects necessary to bring about measurable improvements. So supply chain managers are being asked to do more with less, and that too is likely raising frustration levels.

Continuing a trend we have noted since the launch of the survey, 80% of you report that your responsibilities have increased over the past five years. Only 4% report declining responsibility. Yet this year's respondents had an average of only 8 people reporting to them, the lowest number of direct reports since the start of the survey in 1999, a development likely indicative that logistics departments did not escape corporate cost reduction measures. Last year's average respondent had 10 staff members among which to share the workload and the average for the previous three years was 9.

As a result, the average supply chain professional is putting in 48 hours a week on the job. A quarter of you are working more than 50 hours a week; 13% of you more than 60 hours a week. As would be expected, executive managers are working the longest hours on average: 52, followed by senior managers at 50; line managers at 48; supervisors at 47 and support staff at 44. Once again, those of you working for the logistics departments of transportation companies are putting in the longest hours by sector: 50 hours per week on average.

Also of concern is a trend that we noted for the first time last year: a drop in the number of respondents who are given responsibility for a budget. Last year 62% of you managed a budget, which reflected a 6% drop from the 68% of you who had control over the logistics purse strings the year previous. This year, only 56% of you reported managing a budget.

Of those who do manage a budget, 35% have less than one million to work with. Another 28% have \$1M-\$5M; 11% have a \$5M-\$10M; 10% have \$10M-\$20M and 14% have logistics budgets over \$20M.

This year's survey again found a significant gap in pay between men and women. The average base salary for men was \$72,300; for women \$53,800. While women kept pace with the men when it came to getting a salary increase, men managed a 4.1% increase compared to 3.7% for women. Males report a 20% jump in their base salaries over the past five years compared to a 15% increase reported by female supply chain professionals. As a result, only 35% of female respondents view their salary increases over the past five years as good or exceptional compared to 52% of men.

The results were similar for bonuses. The average bonus for a male supply chain professional is \$7,760. The average female received \$2,760.

There are differences between the genders, however, that may explain a good portion of the gap in pay. Female respondents to the survey were four years younger than male respondents with four less years of industry experience. While postgraduate education was even for both sexes with 8% achieving such an educational status, 24% of men had university degrees versus 19% of women. Particularly significant was the difference in women in the executive ranks of their cor-

Number of Employees Managed Directly	
None	22%
1	9%
2-5	31%
6-10	17%
11-25	12%
26+	5%

Number of Positions Held	
One	2%
Two	9%
Three	15%
Four	16%
Five	15%
Six	10%
Seven	6%
Eight	7%
Nine - Ten	11%
More Than Ten	9%

No. of Hours Worked During Typical Week	
5%	Under 40 hours
23%	40-44 hours
23%	45-49 hours
25%	50-54 hours
10%	55-59 hours
9%	60-64 hours
4%	65+ hours
Average: 48 hours	

Hours Worked per Week by Position	
Support Staff	44 hours
Supervisors	47 hours
Line Managers	48 hours
Senior Managers	50 hours
Executive Managers	52 hours

porations: 8% versus 13% for men. Also the considerably smaller number of female respondents who controlled a budget: 39% versus 61% of male respondents who held such responsibility, is likely a factor.

The average age remained unchanged from the past three years at 43 years of age. Also similar to past years, about a third of you are in your thirties, 37% in your forties and 19% of you are over 50. This year's "average" respondent has been involved in logistics for 16 years, worked for 4 different companies and held six different positions - all numbers similar to past years survey results. The length of stay with current employer came down slightly to 9 years, compared to 10 years from last year's survey.

Sixty six percent of survey respondents were in the management ranks with 12% in the top rung, executive management. Most (31%) were considered senior managers within their corporations and 23% were line managers.

That management-level standing continues to be reflected in your education level. Twenty two % of you have a university degree (honors or bachelor's) while 6% have done some post-graduate work and 8% have earned a post-graduate degree. And 29% of you are currently enrolled in a professional development program or a post secondary school program. Many of you also hold professional designations with CITT being the most popular program by a considerable margin. Twenty percent of respondents with a professional designation were CITT graduates. The next most popular designation was PLog with 10% of respondents with professional designations having that one. The CIFFA and CSCB professional programs were the next most popular.

Transportation remains the top job function with 82% of respondents indicating that as part of their responsibilities. Customer service has been creeping upwards as a required job function and this year came in second place with 54% of you reporting customer service responsibilities. About 52% of you have warehousing responsibilities, a drop from the 57% of you had that had indicated likewise last year. And, not surprisingly, customs duties are also gaining in importance. Slightly more than half of you now have responsibility in this area. **CT&L**

The winner of the Kodak DX4530 5-pixel digital camera with LEXAR additional memory card and carrying case is Carlos Navarrete of Vedder Transport.

Gender Differences		
	MALES	FEMALES
Age	44	40
University Degree	24%	19%
Post Graduate Degree	8%	8%
Years in Logistics	17	13
Manage Budget	61%	39%
Direct Reports	9	7
Indirect Reports	83	26
In Executive Mgt	13%	8%
Avg. Hours Worked	49	45
Satisfaction with Job	3.6	3.4