

Ontario Institute of the
Purchasing Management Association of Canada

THE CERTIFIED SCMP ACCREDITATION HANDBOOK
Strategic Supply Chain Management Leadership Program



APPLY WORLD-CLASS KNOWLEDGE TO ADVANCE YOUR CAREER AND COMPETITIVE POSITION.



THE PURCHASING MANAGEMENT ASSOCIATION OF CANADA

The Purchasing Management Association of Canada (PMAC) is the leading, and the largest, association in Canada for supply chain management professionals. The national voice for advancing and promoting the profession of supply chain management, PMAC sets the standard of excellence for professional skills, knowledge and integrity.

With 7,000 members working across private and public sectors, PMAC is the principal source of supply chain training, education and professional development in the country. Through its 10 Provincial and Territorial Institutes, PMAC grants the SCMP (Supply Chain Management Professional) designation. In the province of Ontario, the designation is known as the Certified SCMP.

OUR MISSION

The mission of PMAC is to build leadership in supply chain management.

OUR VISION

PMAC's vision is to be the recognized authority for the profession of supply chain management.

CERTIFIED SUPPLY CHAIN MANAGEMENT PROFESSIONAL (CERTIFIED SCMP)

The Certified SCMP is the most sought-after designation in supply chain management (SCM) in Canada. It is the highest achievement in the field and the mark of strategic leadership. A comprehensive accreditation program certifies that the Certified SCMP-holder has attained the highest level of competency. Adherence to a Code of Ethics ensures the highest level of integrity. And a requirement for continuous professional development signifies the highest level of current knowledge.

With procurement, operations, logistics and all areas of supply chain management playing an increasingly important role in organizations, employers benefit from the Certified SCMP's unique and distinctive competence.

Certified SCMPs are recognized as strategic supply chain management professionals who provide enterprises with innovative strategic leadership to achieve a competitive advantage in a global marketplace.

WHY BECOME A CERTIFIED SCMP

Impact: Certified SCMPs are seen as the pre-eminent authority in strategic supply chain management. They are strategic leaders and decision-makers.

Advancement: When hiring for positions in supply chain management, employers are regularly asking for the Certified SCMP or enrolment in the Certified SCMP program.

Earning Power: Those with the Certified SCMP earn 15% or more annually than their counterparts without the designation.*

Global Perspective: With supply chains that reach around the world, a Certified SCMP is a key contributor to the competitiveness and success of any enterprise, anywhere.

Satisfaction: Completing a rigorous program, Certified SCMPs achieve supply chain management's most respected designation, and differentiate themselves from others practising in the field.

IS THE CERTIFIED SCMP RIGHT FOR YOU?

- Do you want to launch or accelerate your career in the critical, strategic and dynamic field of supply chain management?
- Are you a busy practitioner seeking concrete skills that are directly transferable to your job?
- Do you currently work or do you intend to work at a management or executive level?

If you answered yes to any of these questions, the Certified SCMP will provide you with the knowledge and skills to take on supply chain leadership roles in all sectors of the global economy, including services, distribution, manufacturing and government.

*PMAC/Purchasing b2b/MM&D Salary Surveys



CERTIFIED SCMP ACCREDITATION

The program leading to Certified SCMP accreditation is called the Strategic Supply Chain Management Leadership Program (SSCMLP) and is the most comprehensive program available. Its focus on strategic supply chain management meets the evolving needs of the marketplace.

Balanced to deliver advanced supply chain management knowledge and high-level business skills, the Certified SCMP program is competency-based and content is integrated throughout. The program is designed so learning can be applied immediately in the workplace.

PMAC is closely allied with academic institutions across Canada and the Certified SCMP program is instructed by senior practitioners and distinguished academics.

MEETING THE NEEDS OF EMPLOYERS

The Certified SCMP accreditation program answers employer demands for supply chain specialists who are also strategic business managers. The marketplace is changing and new skill sets are required of today's supply chain management professionals.

Employers are seeking an exceptional standard of supply chain leadership to bring added value to their organizations. Specifically, the supply chain management professional is expected to:

- Be a **strategic leader**;
- Possess an **integrating perspective**; and
- Be a **skilled decision-maker**.

Earning and maintaining the Certified SCMP will equip you to meet and exceed these elevated expectations.

PROGRAM AT-A-GLANCE

THE STRATEGIC SUPPLY CHAIN MANAGEMENT LEADERSHIP PROGRAM

To earn the Certified SCMP, candidates must successfully complete the following:

- **8 Modules**
Cover the core areas of strategic supply chain management knowledge.
 - Supply Chain Management
 - Procurement and Supply Management
 - Logistics and Transportation
 - Operations and Process Management
 - Knowledge Management
 - Global Sourcing
 - Supply Chain Management for the Public Sector
 - Supply Chain Management for Services, Capital Goods and Major Projects
- **6 Interactive Workshops**
Address higher-level business skills.
 - Leadership and Professionalism
 - Negotiation Skills
 - Communication and Relational Skills
 - Competitive Bidding, Contract Preparation and Contract Management
 - International Business and Multicultural Skills
 - Ethical Behaviour and Social Responsibility
- **In-Residence Week**
Integrates and advances knowledge gained during Modules and Workshops, and hones management and leadership skills; also provides Final Exam preparation.
- **Final Examination**
Tests knowledge acquired throughout the program and practical experience in a case-based Exam.
- **Practical Experience Requirement**
A minimum of three years of progressive experience in any aspect of supply chain management.

WHAT IS SUPPLY CHAIN MANAGEMENT

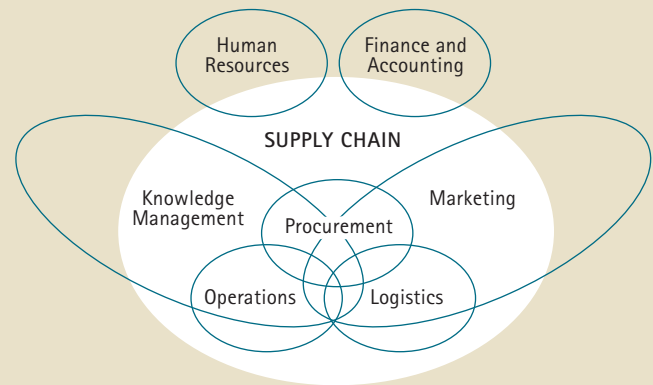
PMAC defines supply chain management as:

The process of strategically managing flows of goods, services, finance and knowledge, along with relationships within and among organizations, to realize greater economic value through:

- Supporting enterprise strategic objectives.
- Contributing to the achievement of strategic competitiveness of the enterprise.
- Contributing to the enhancement of the competitive advantage of the enterprise.
- Enhancing customer satisfaction.

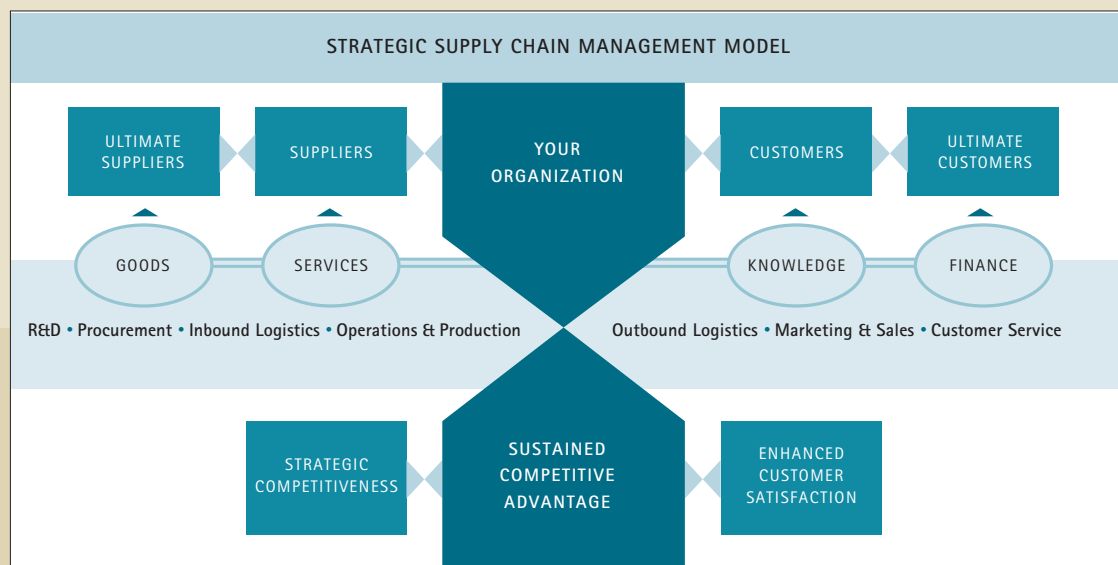
Knowledge Areas

The core areas of supply chain management knowledge (procurement, operations and logistics) are integrated with supporting knowledge areas (marketing, finance and accounting, human resources and knowledge management).



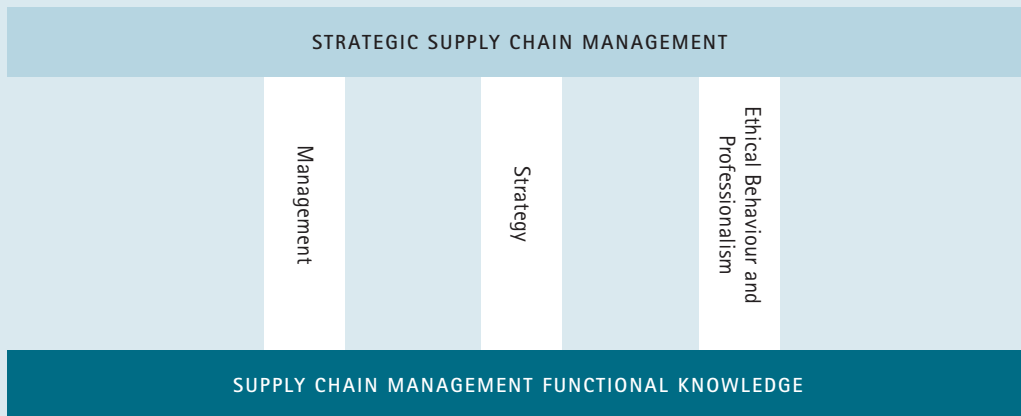
The Integrated Value Chain

Today, organizations rely increasingly on supply chains to succeed in the global, networked economy. With relationships extending beyond traditional enterprise boundaries, organizations are managing business processes throughout an integrated value chain of multiple companies.



Field of Practice: The "Three Pillars"

The field of practice of strategic supply chain management consists of the "three pillars" of management, strategy and professionalism built on top of a strong foundation of functional supply chain knowledge.



Application Areas

There are multiple application areas within the field of practice of strategic supply chain management.

They are:

- Domestic and Global
- Private and Public Sector
- Goods and Services

The Certified SCMP accreditation program is built on this comprehensive, strategic view of the field of supply chain management.



PROGRAM FEATURES

Characterized by a number of unique and distinctive features, the Certified SCMP accreditation program is unlike anything else being offered in North America today.

Competency Based. A high-level competency map of the profession's body of knowledge forms the basis for what candidates learn in the program. The competency map encapsulates the key knowledge, skills and attributes required of today's successful strategic supply chain management professional. Stated simply, competencies answer the question: what can a supply chain management professional do?

Progressive. Our competency-based program reflects that the knowledge, skills and attributes of a supply chain management professional must advance along with career stage. Candidates are expected to progress from a tactical provider of business information in early career to operational decision-maker at mid career to strategic leader at peak career.

Balanced and Comprehensive. The program offers a balance of core supply chain knowledge through its Modules, and high-level business and general management skills through its Interactive Workshops. It is the most comprehensive professional accreditation program available in supply chain management.

Strategically Focused and Integrated. Each Module and Interactive Workshop is strategic in nature – always connecting with organizational goals – and fully integrated with one another. The In-Residence Week serves as a capstone to the program, further synthesizing learning and sharpening the advanced skills of analysis, synthesis and evaluation.

Theory and Practice. The program is designed to be taken concurrent with full-time employment. Candidates apply what they have learned immediately in the workplace, seamlessly combining theory with hands-on application. A case-based approach emphasizes leadership skills, decision-making and teamwork in tackling the choices that managers face daily.

Current and Timely. Readings consist of current literature in the field. They are drawn from academic journals, textbooks, professional and business magazines and industry publications. The entire program is reviewed and updated on a continuous basis.

Distinguished Instructors. Business professors, senior supply chain management professionals as well as other subject matter experts instruct Modules and facilitate Workshops to provide a well-rounded learning experience.

Highly Participatory. Our PMAC philosophy: people learn by doing. The program's adult-centred learning model recognizes that participants bring a wealth of experience with them. Candidates share challenges and explore opportunities through real-world simulations, business case studies, collaborative projects, individual exercises and group discussions. Peer group interaction is strongly promoted.



PROGRAM DELIVERY

The Modules and Interactive Workshops within the Strategic Supply Chain Management Leadership Program are delivered through the Provincial and Territorial Institutes of PMAC. Candidates can choose from two different options for Modules: instructor-led or self-study. The instructor-led option is offered in locations where numbers warrant.

Modules: Instructor-led Modules are in-class. Each Module typically consists of a series of weekly three-hour evening sessions, for a duration of either 13 or seven weeks.

Modules are also available by correspondence in a print-based self-study format. Self-study Modules incorporate relevant readings with an online discussion board to help candidates gain the most from the program, outside of a classroom setting.

Interactive Workshops: Each Interactive Workshop is either two, three or four days in length. Due to the interactive nature of the Workshops, they are conducted only in-class with a professional facilitator.

Intake

Please consult the Ontario Institute of PMAC for information on the next program intakes, including dates and locations.

Language

As a National association, PMAC makes the Certified SCMP accreditation available in both of Canada's official languages, English and French.

Length

The program is designed to be completed over 36 months, concurrent with full-time employment. Up to five years is permitted to conclude the program for individuals who have to disrupt their studies for personal or employment reasons.

Cost

Contact the Ontario Institute of PMAC for information on the cost.



ADMISSION REQUIREMENTS

Prerequisite Business Management Knowledge

The nature and level of content in the program requires that, prior to enrolment, candidates have insight into: the functioning of people and organizations, the workings of the marketplace, and the accounting methods that enable an organization to effectively manage its revenues and expenditures.

This will ensure that those enrolling in the program have a common base level of fundamental business management knowledge in the supporting areas of supply chain management. The prerequisite knowledge positions candidates to derive maximum benefit from the program.

Individuals who have successfully completed a degree or diploma program in a business-related function at a Canadian university, college or technical institute will be deemed to have met the admission requirement. Alternatively, prospective candidates will need to obtain business management knowledge through post-secondary courses or PMAC educational offerings in the following areas:

- Introduction to Business
- Accounting
- Finance
- Business Communication
- Economics
- Marketing
- Organizational Behaviour

Please contact the Ontario Institute of PMAC for more details, including a list of courses from your province's or territory's post-secondary institutions that qualify for the business management knowledge prerequisite.

Prerequisite Documentation

Documentation must be submitted in support of the business management knowledge prerequisite requirement.

Official academic transcripts are required from a Canadian university, college or technical institute for the prerequisite courses taken, which must document:

- Business degree or diploma achieved, if applicable, or;
- Grade (s) – passing grade (s) will be defined by the institution where the course was taken; accompanied by:
- Course descriptions, including the number of hours of study per course.

Should academic achievements have been completed outside of Canada, applicants will be required to have out-of-country transcripts first assessed through an official credentialing equivalency evaluation organization (such as World Education Services wes.org or International Credential Assessment Service of Canada icascanada.ca). Assessment results must then be submitted along with transcripts.

Advanced Standing

As a professional accreditation program, the Certified SCMP program is unique in its design, structure and content. However, some prospective candidates will have acquired similar knowledge in a full-time Canadian post-secondary degree program or equivalent foreign program. Such individuals may be exempt from select Modules and Interactive Workshops; some elements of the Certified SCMP accreditation program will remain mandatory.

Contact the Ontario Institute of PMAC for a list of accredited post-secondary programs and possible exemptions.

EVALUATION

Success in achieving the Certified SCMP designation is based on grades attained through each Module, Interactive Workshop, In-Residence Week as well as the Final Examination. Evaluation is progressive with all learning contributing to the program mark.

A mark of 60% in total across all requirements is necessary for successful completion of the program. Each component of the program is worth the following:

Modules	30%
Interactive Workshops	15%
In-Residence Week	10%
Final Examination	45%
	<hr/>
	100%

In addition to an overall grade of 60%, a pass in every component is required.

Passing Grades

PROGRAM REQUIREMENT	MARK ACHIEVED	RESULT FOR CANDIDATE
Module or Interactive Workshop	Less than 60% but more than 50%	Will receive a letter of caution.
Module or Interactive Workshop	Less than 50%	Will be required to complete an additional assignment (case analysis or project assignment).
In-Residence Week	Less than 50%	Will be required to complete an additional assignment (case analysis or project assignment).
Final Examination	Less than 50%	Will be required to rewrite the Final Examination at a subsequent offering. Note: The Exam can be written a maximum of three times.

Individual program requirements are evaluated based on:

Modules

Submission of a case analysis or project assignment and group/individual participation.

Interactive Workshops

Submission of a case analysis or project assignment.

In-Residence Week

Case study presentation and individual participation/attendance.

Final Examination

Part 1 four short case questions and Part 2 full case analysis.



SAMPLE PROGRAM SCHEDULE

YEAR 1

SEMESTER 1

M-13	Supply Chain Management*
IW-2	Leadership and Professionalism

SEMESTER 2

M-13	Procurement and Supply Management
IW-4	Negotiation Skills

YEAR 2

SEMESTER 1

M-13	Logistics and Transportation
IW-3	Communication and Relational Skills

SEMESTER 2

M-13	Operations and Process Management
IW-2	Competitive Bidding, Contract Preparation and Contract Management

YEAR 3

SEMESTER 1

M-7	Knowledge Management
M-7	Global Sourcing
IW-2	International Business and Multicultural Skills

SEMESTER 2

M-7	Supply Chain Management for the Public Sector
M-7	Supply Chain Management for Services, Capital Goods and Major Projects
IW-3	Ethical Behaviour and Social Responsibility

MAY

In-Residence Week

JUNE

Final Examination

This schedule represents a September program intake. Intakes at other times of year may be available and schedules may vary. The In-Residence Week in May and Final Examination in June remain fixed.

M = Module	IW = Interactive Workshop
13 = 13-Week Session	2 = 2 Days
7 = 7-Week Session	3 = 3 Days
	4 = 4 Days

**It is recommended that candidates take the Supply Chain Management Module first as it lays a foundation for the rest of the program and introduces the case method of learning.*

MODULES

Modules deliver functional skills that emphasize the technical foundation of the profession of supply chain management in an integrated manner.

Modules are highly participatory. They include facilitated discussions of case studies, individual and group exercises, as well as written case reports.

There are eight modules in total. These include four 13-week sessions and four 7-week sessions.

13-Week Sessions

Supply Chain Management

The goal of this Module is to have candidates appreciate the big picture and recognize the critical, strategic and dynamic nature of supply chain management. This Module lays the foundation for the remaining Modules and Workshops. The focus of this Module is on matters of strategic significance, from defining supply chain management for an organization, to assessing supply chain risk and conducting a supply chain social responsibility audit. The issue of fit between organizational goals and supply chain design is an overarching theme in line with our strategic approach that there is no "one best way" to manage supply chains. You will leave equipped to analyze supply chains and make recommendations to improve supply chain performance.

Procurement and Supply Management

The Module breaks down the distinctions between purchasing, procurement and supply management. In providing a comprehensive grounding in the differences between strategic and tactical aspects of purchasing, it covers the procurement process and the role of the procurement function within the organization. This Module gives you the tools to determine "make or buy decisions" and to conduct effective price and cost analysis. Critical issues in supplier selection and evaluation are addressed as are emerging and established technologies in e-procurement. The characteristics of services procurement that differentiate it from product procurement are also examined.

Logistics and Transportation

This Module explores the vital role that logistics plays in strategic supply chain management and its links to procurement. Candidates develop an understanding of the primary logistics activities of transportation, warehousing and inventory management. The Module includes a consideration of a variety of analytical and technological tools such as activity-based costing, total cost of ownership and warehouse management systems. Issues in transportation from modal choices to industry regulations are discussed as is logistics outsourcing through 3PLs and 4PLs. The Module will prepare you to chart a customized logistics strategy for your organization and make strategic logistics decisions, based on the most current concepts and transportation options.

Operations and Process Management

The nature of operations and the transformation system whereby an organization and an entire supply chain add value to a product or service is the starting point for this Module. You will learn to use a variety of tools to manage and improve supply chain processes. Just-in-time (JIT)/lean production, process flow analysis (capacity, bottlenecks) and quality management are specific topics of interest. You will acquire a 360-degree view of planning and control requirements such as master scheduling, material requirements planning (MRP) and yield management. Project management fundamentals are also covered. This Module situates operations management within the strategic context of global operations and the exploitation of operations capabilities.



7-Week Sessions

Knowledge Management

Knowledge management is the process of capturing and making use of collective expertise. It includes three overlapping factors (people, technology and processes). An organization can achieve competitive advantage through reusing applicable knowledge and using newly created knowledge (i.e. innovation). This Module examines the technical and behavioural aspects of knowledge management, prepares you to assess knowledge management systems, and equips you with the techniques to make improvements in knowledge management systems. Key considerations such as security, privacy, audit, project management and organizational change management are addressed. You will also learn to manage issues of information quality, sharing and overload.

Global Sourcing

A critical component of any procurement strategy, global sourcing is the focus of this Module. It is especially important today to integrate global sourcing decisions with inbound logistics and to consider total cost implications of global vs. domestic sourcing. The Module examines low-cost country sourcing both from the point of view of barriers and facilitators. From Africa and Asia to Europe and Latin America, you will learn about sourcing around the world, including NAFTA sourcing in the U.S. and Mexico. This Module also deals with types of intermediaries (customs brokers, 3PLs and trading companies) as well as freight and payment terms. You will gain the ability to evaluate global sourcing alternatives and to communicate in a cross-cultural context.

Supply Chain Management for the Public Sector

The unique characteristics of procurement in the public sector are explored in this Module. The Module examines a variety of public sector settings, including the federal government, provincial and municipal governments, as well as health care and education sectors. You will learn how to undertake competitive bidding in a public sector environment and evaluate alternatives such as sole sourcing and negotiation. The Module will explain the different forms of purchasing co-operatives and consortias. Ethical issues in public sector procurement are also examined. At the end of this Module, you will be able to understand the special supply chain challenges and opportunities in the public sector and make recommendations for performance improvement.

Supply Chain Management for Services, Capital Goods and Major Projects

Service sector supply chains can differ significantly from those that have a product focus. This Module looks at the importance of demand, capacity and yield management, as well as services spend analysis with a view to crafting or enhancing a services purchasing strategy. There is an emphasis on retail and wholesale operations where collaborative planning, forecasting and replenishment are addressed. Using financial analysis, the Module also pays special attention to acquiring and disposing of capital goods, including leasing. You will also gain an understanding of how to manage procurement for major projects, such as building construction. Throughout, the steps in taking a green approach to supply chain initiatives are stressed.

INTERACTIVE WORKSHOPS

Interactive Workshops deliver high-level management and general business skills.

By their very nature, Workshops are highly interactive. Facilitated by moderators, Interactive Workshops involve a combination of individual and group exercises.

There are six Interactive Workshops. Each is usually either two, three or four days in length.

Leadership and Professionalism (2 days)

The goal of this Workshop is to develop the abilities of Certified SCMP candidates to become supply chain leaders and true supply chain management professionals. You will foster leadership abilities such as building and leading supply chain teams, facilitating collaboration within and between groups and organizations, as well as gain change management skills and coaching/mentoring skills. You will compare various other points of view (follower's, bureaucrat's, administrator's and contrarian's) with the leadership point of view. In addition, you will have the chance to develop leader profiles based on your own experience. The Workshop also includes a discussion on the accreditation of supply chain professionals and the shift from purchasing to strategic supply chain management.

Negotiation Skills (4 days)

Negotiation skills are an essential competency for any manager, and especially those responsible for supply chain management. This Workshop provides you with a roadmap for leading or participating in successful negotiations. You will focus on the entire negotiation process, and learn the activities and techniques to be used from the preparation stage to the actual face-to-face negotiations. It covers understanding the other negotiator, responding to power imbalances, as well as looking beyond the deal to building longer-term relationships. Interactive activities, including negotiation simulations and role-playing exercises, feature prominently and allow opportunities for candidates to fine-tune their own negotiating skills.

Communication and Relational Skills (3 days)

Essential to the successful supply chain professional are the competencies of listening skills, spoken and written communication, persuasiveness and the ability to explain complex issues up and down the organization and around the supply chain. Another critical ability is building effective inter-organizational supply chain relationships. This Workshop covers how to create and deliver strong presentations and how to be professional in your spoken communications by looking at steak, sizzle and style. Non-verbal communication such as appearance and body language are also explored. The Workshop offers guidance on producing clear, concise and compelling reports and written communication, and examines do's and don'ts in electronic communication today.

Competitive Bidding, Contract Preparation and Contract Management (2 days)

Competitive bidding and contract management, if not handled properly, can lead to serious legal and financial consequences for any organization. This Workshop seeks to equip you with the tools required to turn this into a competitive advantage for your enterprise. The Workshop looks at the conditions for successful competitive bidding and the elements of the bidding process, including RFPs and RFQs. Electronic tendering is also addressed. The Workshop moves on to examine

types of contracts and contract law. Candidates also gain an understanding of writing contract terms and how to manage a contract from performance review to dispute resolution and termination.

International Business and Multicultural Skills (2 days)

Increasingly, business is being conducted around the world as supply chains expand their reach. To be an effective supply chain manager today requires the ability to function in a global and multicultural context. This Workshop readies participants to work successfully across cultures and build relationships with supply chain partners in other countries. It includes detailed discussion on the strategic role of cultural knowledge in managing global supply chains. The objectives of this Workshop are for participants to develop a deeper understanding of cultural diversity in organizations, and to deal with professional issues associated with international cultures in a sensitive and constructive way.

Ethical Behaviour and Social Responsibility (3 days)

Ethical behaviour is a key pillar of professionalism, as is the commitment of supply chain professionals to look beyond profit to the impact that their procurement and supply chain decisions have on employees, the economy, society and the environment. Presenting a variety of perspectives, this Workshop explores frameworks for ethical decision-making. Issues such as community service, society as a supply chain stakeholder and conducting environmental audits are examined. The Workshop also covers ethical issues related to gender and age, and safety and security. You will have an opportunity to review and discuss the PMAC Code of Ethics, as well as develop an ethics statement for your own organization.

For complete Module and Interactive Workshop outlines, including detailed learning objectives, consult the Ontario Institute web site or the National site.



IN-RESIDENCE WEEK

The In-Residence Week is an intensive week that allows Certified SCMP candidates to synthesize, apply and test knowledge and skills gained throughout the accreditation program. It is the capstone to the program, with participants examining leading-edge issues at the highest strategic level in supply chain management.

Through a varied schedule that includes case studies, group work, informative lectures and intensive Final Examination preparation, candidates will integrate their functional knowledge of supply chain management with the competencies of leadership, professionalism and ethical behaviour. Participants develop their analytical, problem solving, teamwork and communication skills.

Faculty is selected from among North America's top practitioners and academics in supply chain management. These individuals are chosen not only for their teaching ability, but also for their first-hand expertise in the field. Participants enjoy a high level of interaction with the faculty.

In-Residence Week also provides an opportunity for candidates to create and reinforce relationships and build valuable business networks with peers - both within their own industries and beyond.

FINAL EXAMINATION

The Final Examination is the last step in obtaining Certified SCMP accreditation and is held once a year at Examination centres across Canada.

The Examination tests the candidate's ability to apply knowledge gained in all the Modules and Interactive Workshops, as well as skills acquired through practical experience.

The format of the Examination consists of two parts, written on separate days. Part 1 is four short case questions. Part 2 is a full case analysis,

written two days after Part 1. At the end of writing Part 1, candidates are provided with a background paper on the case for Part 2. This allows candidates to develop an understanding of the situation they will be analyzing, and can spend their Exam time preparing their response rather than reading background material. The nature of the required response to the case is provided at the Examination centre at the commencement of Part 2.

PRACTICAL EXPERIENCE REQUIREMENT

The goal of any program leading to a professional designation is to produce competent professionals through a combination of education and practical experience. Practical experience in appropriate supply chain management roles - concurrent with the Strategic Supply Chain Management Leadership Program - is an essential component of earning the Certified SCMP. The practical experience requirement ensures that Certified SCMP candidates have acquired sufficient real-life knowledge along with hands-on skills, and are able to demonstrate the competencies of strategic supply chain management professionals.

More specifically, practical experience provides a professional environment in which candidates develop competence through:

- Enhancing their understanding of organizations, of how business works and of work relationships.
- Being able to relate their work to other business functions and activities.
- Becoming aware of the environment in which services are provided.
- Developing appropriate professional values, ethics and attitudes in practical situations.
- Having the opportunity to work at progressive levels of responsibility.

Certified SCMP candidates must satisfy the following Practical Experience Requirement in order to complete the program and earn the designation:

- ***A minimum of three years of full-time progressive practical experience*** in any aspect of the field of practice of supply chain management (encompassing core and supporting areas), of which:



Competencies Across Career Stages

The Certified SCMP accreditation program is built on a competency map that recognizes that the knowledge, skills and attributes of a supply chain management professional must advance along with career stage. Our competency map identifies three specific roles for a supply chain management professional as they progress through their career:

Early Career

- A provider of business advice and information.

Mid Career

- A tactical leader and operational decision-maker.

Career Peak

- A leader and strategic decision-maker.

- No more than one year of related practical experience gained prior to enrolment as an accreditation candidate may be recognized.

- **Progressive practical experience** describes the period of employment during which candidates effectively apply the progressive levels of competence acquired while pursuing Certified SCMP accreditation. This competence is demonstrated by the successful performance of job functions that progress incrementally in both scope and responsibility.
- **Career advancement** may typically be achieved through lateral/horizontal or vertical movement within the same or across multiple enterprises:

- **Vertical Movement:** Candidate moves from one position or functional level to another within the same company or across companies, usually accompanied by a change in position title and with commensurate levels of progressively greater responsibility, accountability (typically including budgeting and staffing) and decision rights.

- **Lateral/Horizontal Movement:** Candidate moves within the same functional level or the same position (no change in job title or classification), but has the opportunity to assume functional responsibilities that have increasingly greater strategic orientation, accountability (possibly including budgeting and staffing) and active involvement and participation in decision-making.

Assessment and Verification

Throughout the program, candidates must report details of their practical experience on an annual basis, or more frequently when there is a change in:

- a) Job position (title change); and/or
- b) Employer organization; or
- c) Employment status.

Candidates applying to write the Certified SCMP Final Examination will be required to submit details using a designated form, along with supporting documentation, of having completed at least three years of progressive practical experience in the field of practice of supply chain management. Examples of supporting documentation include:

- Employment confirmation and/or employer reference letters stating positions held with corresponding scope of responsibilities;
- Detailed position descriptions;
- Current resume; and
- Organizational chart to illustrate functional level and position.

The Support of the Employer

The support of the employer is critical to the ability of Certified SCMP candidates to meet the Practical Experience Requirement. Organizations demonstrate their commitment to continuous improvement and staff development by providing candidates with opportunities to advance their professional competence.

While practical experience usually begins at a relatively junior level, it should be incrementally progressive in both scope and responsibility. This period should be long enough and intensive enough to permit candidates to demonstrate that they have gained the knowledge, skills, values, ethics and attitudes required for successfully performing their work and for ongoing growth throughout their careers.



SAMPLE POSITION TITLES AND COMPETENCIES

To provide additional guidance on meeting the Practical Experience Requirement, the following are examples of typical position titles within the field of supply chain management. Also included are sample functional and managerial/professional competencies that would be demonstrated at each career stage.

EARLY CAREER

Procurement

- Junior-Senior Buyer/Clerk
- Purchasing Assistant/Clerk/Analyst
- Procurement Specialist

Logistics

- Logistics Clerk/Assistant
- Warehouse Clerk/Assistant

Operations

- Production Administrator/Assistant/Clerk/Expeditor/Planner
- Material/Inventory Control Administrator
- Material Handler

SAMPLE EARLY CAREER COMPETENCIES

- Competitive bidding preparation, contract administration
- Negotiations
- Process documentation/improvement
- Supplier selection and management
- Cost analysis (ABC, TCO)
- Value analysis
- Specification development and/or writing
- Cross-functional team participation

MID CAREER

Procurement

- Commodity Manager
- Purchasing Agent/Analyst/Coordinator/Officer/Specialist/Supervisor/Team Lead
- Stores/Warehouse/Distribution Supervisor
- Senior Buyer/Agent/Analyst
- Global Sourcing Analyst/Specialist/Coordinator

Logistics

- Logistics Analyst/Administrator/Coordinator/Specialist/Supervisor
- Supervisor, Warehouse & Distribution/Team Lead
- Commodity Manager

Operations

- Production Analyst/Administrator/Coordinator/Specialist/Supervisor
- Material Requirement Planner
- Material Manager

SAMPLE MID CAREER COMPETENCIES

- Contract management
- Complex negotiation
- Vendor certification and performance management
- Total cost of ownership/business case analysis and budget control
- Supply chain mapping and improvement/innovation
- Project management
- Cross-functional team co-ordination/motivation
- Policy, regulatory, compliance

CAREER PEAK

Procurement

- General Manager, Materials Management/Procurement/Purchasing/Sourcing
- Vice-President, Materials Management/Supply Chain/Supply Management/Strategic Sourcing
- Chief Procurement/Supply/Supply Chain Officer

Logistics

- General Manager, Fleet/Distribution/Logistics/Traffic/Warehouse
- Vice-President, Logistics/Supply Chain Management
- Chief Executive, Logistics/Supply

Operations

- General Manager, Inventory/Operations Management/Production Planning
- Vice-President, Operations

Enterprise Management

- CEO
- President
- COO

SAMPLE CAREER PEAK COMPETENCIES

- Business-supply chain strategic planning
- Department/business unit management
- Global/country operations
- Supply chain performance metrics
- Supply chain redesign
- Strategic/global sourcing
- Risk management
- Business continuity planning

ADMINISTRATIVE POLICIES AND PROCEDURES

Exit/Re-entry Considerations

It is recognized that there may be a need for a candidate to exit and re-enter the program for employment, maternity/parental or compassionate reasons.

Candidates seeking an opportunity to exit and re-enter at a later date are required to provide their Institute with verifiable details and/or supporting documentation.

Inter-Institute Transfers

Candidates who relocate from one province to another will have their current status recognized.

Access to the Program by Non-Accreditation Candidates

Modules and Interactive Workshops within the program are offered on an "open-enrolment" basis to a limited number of non-accreditation candidates, including Certified SCMPs, wishing to upgrade their knowledge and skills. Contact the Ontario Institute of PMAC for details.

EXTERNAL RECOGNITION

PMAC's Strategic Supply Chain Management Leadership Program has been accredited by key outside bodies as meeting demanding national and international standards. Third-party accreditation such as this allows students, practitioners and employers to identify the highest quality programs.

The program is accredited by the International Federation of Purchasing and Supply Management as complying with its Certificate of Competence in Purchasing and Supply. PMAC's program is the only one in Canada to be accredited by IFPSM.

The requirements of the program have been assessed as meeting the full standard of the Canadian Supply Chain Sector Council National Accreditation Program. PMAC's programs were among the first group of programs to receive accreditation through the Sector Council.

Designation Reciprocity

The Certified SCMP has become even more valuable! PMAC has signed designation reciprocity agreements with two leading global supply chain associations. Those who hold the Certified SCMP designation are now eligible to receive the CPSM® designation from the Institute for Supply Management in the U.S. and the MCIPS from the Chartered Institute of Purchasing & Supply in the U.K.



GETTING STARTED ON YOUR CERTIFIED SCMP

1. Application for Program Admission

Complete the application for admission and submit it along with all supporting documentation to the Ontario Institute of PMAC.

2. PMAC Membership

Once accepted into the program, you will become an Accreditation Candidate member and pay the prescribed dues. PMAC membership is compulsory while pursuing the designation.

3. Module and Interactive Workshop Registration

Register for the first Module and Interactive Workshop.

Contact the Ontario Institute of PMAC today. See a complete listing of Institutes on the next page.

MAINTAINING THE CERTIFIED SCMP

Once you have obtained the Certified SCMP, you must remain a PMAC member in good standing to continue to use the designation. This entails meeting the following conditions:

1. Uphold the PMAC Code of Ethics.
2. Participate in continuous professional development.
3. Pay an annual membership fee to your Institute.

PMAC Code of Ethics

The mark of a profession is the existence of a set of professional standards. It is a condition of membership in the Purchasing Management Association of Canada and its affiliated Institutes that members abide by the PMAC Code of Ethics and Bylaws of the association.

The PMAC Code of Ethics consists of three parts. Part A sets out the Values that members operate under and that govern the decisions and actions of members. Part B outlines the Norms of Ethical Behaviour that members must follow in performing their professional duties. Part C identifies the Rules of Conduct for members and guidance on applying these rules.

See the Ontario Institute of PMAC web site or the National site for the full PMAC Code of Ethics.

Continuous Professional Development

Continuous professional development for Certified SCMPs ensures a high level of competency, current knowledge and professionalism in the field of supply chain management.

In order for the Certified SCMP-holder, the supply chain management profession and employers to benefit from and maintain the credibility of the designation, a commitment to career-long learning is expected.

Maintenance of the designation entails accumulating credits through professional development activities, as prescribed by PMAC's Institutes.



PMAC PROVINCIAL AND TERRITORIAL INSTITUTES

Alberta Institute
Centre 104, Suite 612
5241 Calgary Trail NW
Edmonton, AB T6H 5G8
www.aipmac.ab.ca

T: 780 944-0355
1 866 610-4089
F: 780 944-0356
info@aipmac.ab.ca

Northwest Territories Institute
P.O. Box 2736
Yellowknife, NT X1A 2R1
www.nt.pmac.ca

1 888 799-0877
info@pmac.ca

British Columbia Institute
300-435 Columbia Street
New Westminster, BC V3L 5N8
www.bcipmac.ca

T: 604 540-4494
1 800 411-7622
F: 604 540-4023
accreditation@bcipmac.ca

Nova Scotia Institute
P.O. Box 21 CRO
Halifax, NS B3J 2L4
www.nsipmac.com

T: 902 425-4029
1 888 799-0877
F: 902 431-7220
info@nsipmac.com

Manitoba Institute
Suite 200 - 5 Donald Street
Winnipeg, MB R3L 2T4
www.mb.pmac.ca

T: 204 231-0965
1 877 231-0965
F: 204 233-1250
mbpmac@mts.net

Ontario Institute
1 Dundas Street West, P.O. Box 64
Suite 2704, Toronto, ON M5G 1Z3
www.oipmac.ca

T: 416 977-7566
1 877 726-6968
F: 416 977-4135
info@oipmac.ca

New Brunswick Purchasing
Management Institute
P.O. Box 8977
Shediac, NB E4P 8W5
www.pmacnb.com

T: 506 533-9418
F: 506 532-3635
info@pmacnb.com

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895, boul. du Séminaire Nord
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Québec J3A 1J2
www.caq.qc.ca

T: 450 357-0033
1 800 977-1877
F: 450 357-0044
info@caq.qc.ca

Newfoundland Et Labrador Institute
P.O. Box 29011
Torbay Road Postal Outlet
St. John's, NL A1A 5B5
www.pmacnl.org

1 888 799-0877
info@pmac.ca

Saskatchewan Institute
211 A - 3521 8th Street East
Saskatoon, SK S7H 0W5
www.si.pmac.ca

T: 306 653-8899
1 866 665-6167
F: 306 653-8870
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