

# Back on Tap?

Are companies investing again in their supply chain talent? Find out with our 12th annual Survey of the Canadian Logistics Professional

After two years of setbacks in the salary levels of Canadian supply chain professionals we are happy to say we have some good news to report. Not a lot of good news mind you but at least the worst is behind us and the tap has been turned on as far as pay is concerned. Salary increases are still coming through at a trickle compared to the best years of the past decade but a greater proportion of supply chain professionals are seeing improvements to their income.

Over the following pages you will find a detailed analysis of pay and bonus packages. The various breakouts are presented and designed to provide a strong indication of how corporate/industry factors (such as size of company or logistics budget) and personal factors (such as experience and education) affect pay packages. We hope the data will provide supply chain professionals with a clear indication of where they stand in terms of their total compensation package, which factors are the most important in determining pay levels, and what they can realistically expect for the coming year. We also asked an open-ended question on how the supply chain role has changed over the years and some of the more representative comments are included at the top of each page in this report.

Although pay levels are critically important, they are not the only ingredient to job satisfaction. Our report is spread out over two issues so that we may bring you additional critical information our survey collects about the work life of the Canadian supply chain professional. Next issue we will provide benchmark data on such key areas as career mobility, turnover, education, gender differences and job satisfaction.

As with the past 11 years we enlisted the help of professional research consultants G. Bramm & Associates to compile and analyze the data and to ensure the accuracy of the survey.

Our sincere thanks goes out once again to all the hundreds of supply chain professionals who take the time each year to fill out our comprehensive survey and also make sure to provide detailed comments to our open ended questions. We know how busy you are - heck, the data tells us exactly how busy you are down to the hour - so we are very grateful for your contributions every year.

We are confident our annual survey provides the most accurate and comprehensive reflection of the Canadian logistics profession available today.

Lou Smyrlis  
Editorial Director



Supply Chain & Logistics Association 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.



"Advances in information technology have created significant opportunities to create a leaner and more agile supply chain, allowing companies to use information to design better supply chains and execute more efficiently."

The recession and the downsizing of supply chain departments that came with it may be behind us, but our annual salary survey shows some nasty side effects continue to linger.

Back in 2009, the 3.2% average pay hike we reported for supply chain professionals was the lowest in the 11 year history of our survey. Just as bad was that only 39% actually received any increase at all, which was another record low for our survey. And even though Canada was showing signs of coming out of recession by the time we conducted our survey, supply chain professionals did not see much chance of improving their salaries this year, forecasting yet another 3.2% gain in pay.

The recession is over and the good news from our latest survey, conducted in the fourth quarter of 2010, is that more logisticians got a pay hike in 2010 than expected and the raise was better than anticipated, although not by much. A year ago 53% of supply chain professionals responding to our survey believed they would get an increase in 2010. As it turned out, 60% got an increase. And the average increase was just slightly better than the previous year, coming in at 3.3%.

For slightly more than a quarter of our respondents the hike they got was less than 2% while the majority (55%) had a raise in the 2.1-4% range. Seventeen percent managed to grow their salaries by more than 4% in 2010 despite the still turbulent recovery.

Although an improvement over dismal 2009, it's still far from what supply chain professionals had come to expect this decade. Consider that just a couple of years ago we were lamenting that only 65% of respondents reported receiving an increase in 2008. Compare the 60% who received a pay hike in 2010 with the 75% who received pay increases in 2007 and 2006 and the 82% who did so back in 2001 and the toll the economic downturn took on supply chain salaries is quite clear and still lingers. Seventy percent of supply chain managers expect a raise for 2011 but they are

## BASE SALARY INCREASES

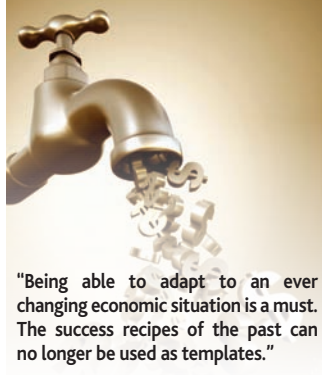
	2010	Expected for 2011
Received increase	60%	70%
Did not receive	39%	28%
<b>Size of increase</b>		
Less than 2%	26%	24%
2.1% to 4%	55%	56%
4.1% to 6%	9%	12%
6.1% to 10%	5%	4%
Greater than 10%	3%	3%
<b>Average</b>	<b>3.3%</b>	<b>3.3%</b>

## TOP FACTORS IMPACTING SALARY LEVEL

FACTORS	% OF VARIATION FOR BASE SALARY
1. Position in organization	30.0%
2. Hours worked per week	13.2%
3. Logistics budget	11.1%
4. Company size (sales)	8.6%
5. Number of years in logistics	7.2%
6. Number of direct reports	4.5%
7. Education	4.5%
8. Company size (sales)	3.0%
9. Age	3.0%
10. Sector	2.2%
11. Metropolitan area	1.0%
12. Province	0.4%

## COMPENSATION BY POSITION

POSITION	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
Executive Manager	\$121,188	\$16,028	\$137,287
Senior Managers	\$89,997	\$8,931	\$98,916
Operations Managers/ Supervisors	\$69,395	\$3,997	\$73,406
Support & Sales Staff	\$54,173	\$2,486	\$56,679



"Being able to adapt to an ever changing economic situation is a must. The success recipes of the past can no longer be used as templates."

## RESPONDENT PROFILE

Consistent with previous surveys, the vast majority (81%) of the 630 supply chain management professionals included in our sample defined themselves as being in the management ranks of their organizations. The average age of respondents was 47 with 18 years of industry experience. One fifth of respondents were women.

Respondents performed a variety of functions. The most frequently mentioned remained transportation with 82% having responsibilities in this discipline. Other functions mentioned by about half the sample included warehousing/inventory control, and purchasing.

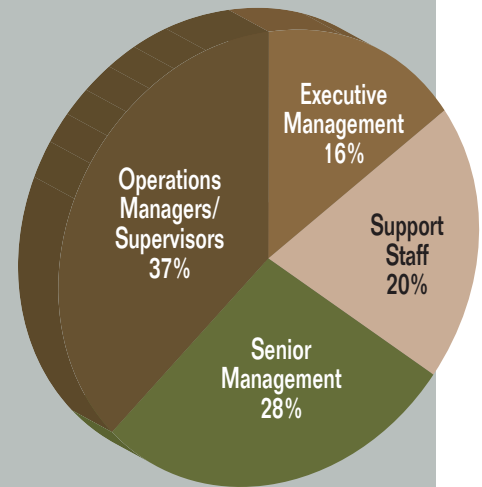
The majority of respondents (42%) were employed by companies in the

manufacturing sector. Another 16% were employed in the retail sector while those employed in the third-party logistics sector totaled 19% and those working for transportation providers totaled 20%.

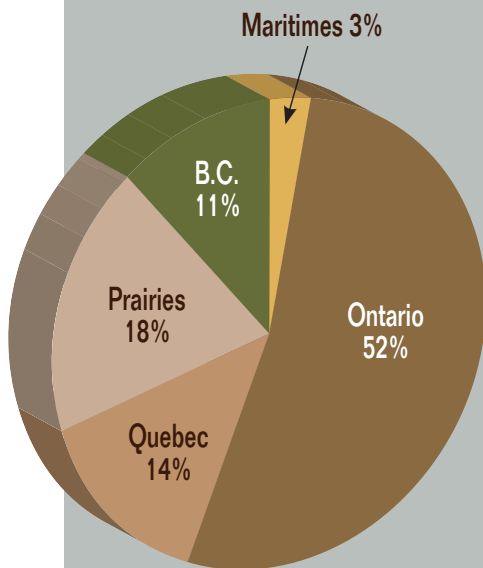
Industry wise, consumer products, food and kindred products, automotive, high tech, chemical and allied products, metals and textiles were the groups most highly represented by survey respondents.

More than half (52%) of respondents worked in Central Canada while 29% worked in Western Canada, and 17% in Eastern Canada.

The respondents also represented a mix of small, medium and large enterprises.

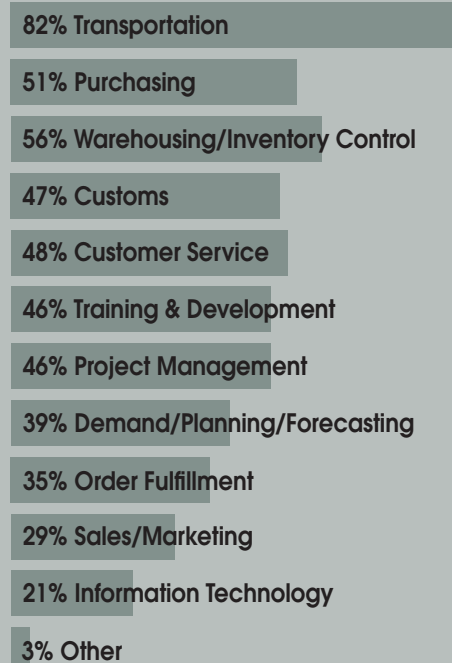


### GEOGRAPHIC DISTRIBUTION



### LOGISTICS JOB FUNCTIONS

(% of respondents who perform function)



### SIZE OF COMPANY - ANNUAL SALES





"An increasing number of firms have outsourced their logistics functions. For medium and large-size firms, I believe this is a mistake. For smaller firms, it is likely a smart move."

## COMPENSATION BY SIZE OF LOGISTICS BUDGET

SIZE OF BUDGET	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
Less than \$100K	\$62,190	\$3,082	\$65,367
\$100K - \$500K	\$58,004	\$2,613	\$60,587
\$500K - \$1M	\$67,055	\$2,814	\$69,869
\$1M - \$5M	\$77,890	\$6,478	\$84,420
\$5M - \$10M	\$88,848	\$6,312	\$95,187
\$10M - \$20M	\$83,270	\$5,633	\$88,806
\$20M +	\$95,155	\$12,365	\$107,473

## COMPENSATION BY COMPANY SIZE (Annual Revenues)

ANNUAL REVENUES	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
\$5M or less	\$64,860	\$2,430	\$67,315
Over \$5M to \$15M	\$72,373	\$3,074	\$75,467
Over \$15M to \$30M	\$77,161	\$6,194	\$83,281
Over \$30M to \$60M	\$74,027	\$4,804	\$78,832
Over \$60M to \$100M	\$83,887	\$5,203	\$89,090
Over \$100M to \$500M	\$88,450	\$8,368	\$96,782
Over \$500M to \$2B	\$83,061	\$7,048	\$90,109
Over \$2B	\$88,593	\$15,421	\$104,014

## COMPENSATION BY COMPANY SIZE (# of Employees)

NUMBER OF EMPLOYEES	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
25 or less	\$74,173	\$2,947	\$77,153
26 to 100	\$71,815	\$3,783	\$75,640
101 to 500	\$77,201	\$5,434	\$82,465
501 to 1,000	\$81,784	\$6,212	\$87,997
1,001 to 5,000	\$88,710	\$11,251	\$99,861
5,001 to 25,000	\$85,460	\$10,043	\$95,504
More than 25,000	\$81,617	\$10,488	\$92,106

keeping their expectations humble, expecting an average hike of just 3.3%. In comparison, back in 2006, 82% reported they were hopeful about receiving a raise the next year, and 76% were similarly optimistic in 2007.

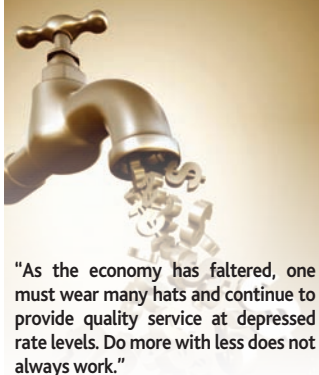
Also, similar to recent years, about half (49%) say their salary levels have not kept pace with their growing responsibilities over the past five years.

They report that their salaries have increased 14%, on average, over the past five years. A bit more than a third (35%) still rate their salary increases over the past five years as either good or excellent. The majority rate their increases as fair while 24% rate them as poor. On average, survey respondents rated their satisfaction with their pay package at 2.17 out of 4, slightly worse than the 2.2 out of 4 they scored it last year.

The average base salary for 2009 across all positions came in at \$80,100 compared to \$77,700 the previous year. When we first polled supply chain professionals about their salary levels back in 1999, the average base salary was \$66,800.

In recent years we also started taking into account bonuses. The average bonus in 2010 was 7,000, an improvement over the \$6,350 reported in 2009. In combination, the average salary and average bonus make for an average total compensation package of \$87,100, again an improvement over the previous year's total. However, that figure represents salaries averaged across all sectors and all levels of hierarchy. It's far more accurate to consider compensation levels by position in the company.

When examined by position, those considered to be executive managers within their companies enjoyed the quickest rebound in pay with an average total compensation package of \$137,287 compared to \$129,119 the previous year. Perhaps that's only fair since all past surveys have found that those in the upper echelons of company management bear the brunt of company belt-tightening, particularly during economic slowdowns. However,



"As the economy has faltered, one must wear many hats and continue to provide quality service at depressed rate levels. Do more with less does not always work."

although executive managers who did manage a raise did well, only 38% of them actually got a raise, a far smaller percentage than for any other management level. Senior managers had an average total compensation package of \$98,916 compared to \$95,248 the previous year. Two thirds of them received an increase. Operations managers pulled in \$73,406 compared to \$72,016 the previous year. Similar to senior managers, 65% of operations managers got a pay hike in 2010. Supply chain professionals considered to have support or sales roles within their companies had an average total compensation package of \$56,679 compared to \$59,118 the previous year. That may be indicative that professionals at the lower end of the income scale remain hardest hit from the recession's aftermath.

Our survey also records differences in pay levels attributed to a variety of factors such as the sector you work in, the region of the country in which you are based, the size of company for which you work, and how highly your company values the role of supply chain management within the corporate hierarchy.

Our survey takes into account 12 different factors in order to provide as accurate a picture as possible about how they influence pay levels (see the accompanying charts). It is also the only survey in the Canadian supply chain market that includes a formula that helps explain how each of these factors relates to each other – in other words, which factors are most important and which least important in determining pay levels. The statistical procedure we employ is called coefficient of determination and measures the impact of factors such as experience, size of company and position in the organization on total compensation. It also allows us to measure the degree of importance of one factor over another in helping determine pay. (See the Top Factors Impacting Salary Level)

Examining the corporate factors first, the most important factor in determining a supply chain professional's salary is always the

## COMPENSATION BY GEOGRAPHIC REGION

REGION	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
B.C.	\$85,891	\$11,484	\$97,375
Prairies	\$77,148	\$5,458	\$82,604
Ontario	\$80,790	\$6,381	\$87,165
Quebec	\$76,666	\$7,557	\$84,223
Maritimes	\$73,103	\$3,286	\$76,438

## COMPENSATION BY METROPOLITAN REGION

METRO REGION	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
Calgary	\$96,747	\$10,641	\$107,647
Edmonton	\$74,918	\$4,452	\$79,345
Halifax	\$66,500	\$2,250	\$68,750
Hamilton	\$72,004	\$6,500	\$78,504
Mississauga	\$84,490	\$8,085	\$92,386
Montreal	\$77,245	\$7,036	\$84,281
Ottawa-Hull	\$85,352	\$3,602	\$89,152
Toronto	\$81,659	\$6,507	\$88,273
Vancouver	\$87,081	\$13,230	\$100,311
Winnipeg	\$67,775	\$4,270	\$72,039

## COMPENSATION BY NUMBER OF EMPLOYEES MANAGED DIRECTLY

NUMBER OF EMPLOYEES	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
1-2 employees	\$74,560	\$5,843	\$80,473
3-5 employees	\$88,068	\$9,078	\$97,147
6-10 employees	\$95,005	\$8,877	\$103,951
11-20 employees	\$93,810	\$9,121	\$103,005
21+ employees	\$89,656	\$8,806	\$98,463

## COMPENSATION BY SECTOR

SECTOR	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
Manufacturing	\$74,092	\$5,887	\$80,000
Retail	\$76,616	\$7,481	\$84,375
3PL	\$83,624	\$7,227	\$90,770
Transportation	\$89,975	\$8,167	\$98,203



"As a leader in supply chain you must educate all levels of business at every opportunity available. When the opportunity does not present itself you must find a way to get your message across."

**Survey Methodology**

E-mail invitations were sent to 11,084 supply chain professionals across Canada. After filtering out unqualified respondents and incomplete surveys, we compiled data from 630 respondents. This represents a response rate of 6%. The margin of error is plus or minus 4.0 percentage points at the 95 percent confidence level. If, for example, 50% of the sample indicated that they had a certain level of education, then we can be reasonably sure (19 times out of 20) of an accuracy within +/- 4.0%. This means that a total industry census would reveal an answer of not less than 46% and not more than 54%.

**COMPENSATION BY AGE**

AGE	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
35 and under	\$61,593	\$3,807	\$65,390
36-40	\$71,535	\$5,895	\$77,430
41-45	\$83,310	\$7,441	\$90,716
46-50	\$84,378	\$7,439	\$91,817
51-55	\$88,172	\$8,194	\$96,506
56+	\$80,036	\$7,597	\$87,658

**COMPENSATION BY YEARS OF EXPERIENCE**

YEARS IN LOGISTICS	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
5 or less years	\$63,009	\$4,042	\$67,043
6-10 years	\$60,790	\$3,539	\$63,829
11-15 years	\$70,623	\$5,346	\$76,109
16-20 years	\$85,310	\$6,924	\$92,235
21-25 years	\$91,833	\$10,890	\$101,614
26-30 years	\$87,257	\$10,164	\$97,520
31-35 years	\$100,220	\$8,260	\$108,818
36-40 years	\$80,064	\$4,391	\$84,456

**COMPENSATION BY HOURS WORKED**

NUMBER OF HOURS WORKED	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
41-45	\$74,206	\$5,316	\$79,579
46-50	\$81,823	\$5,897	\$87,696
51-55	\$104,480	\$10,090	\$114,390
56 or more	\$102,100	\$11,934	\$114,142

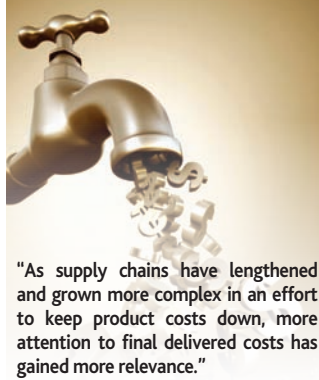
**COMPENSATION BY EDUCATION**

EDUCATION LEVEL	AVERAGE BASE SALARY	AVERAGE BONUS	AVERAGE TOTAL COMPENSATION
College degree	\$73,565	\$4,309	\$77,891
Bachelor university degree	\$89,057	\$10,847	\$99,993
Post graduate degree	\$101,444	\$10,103	\$111,548

person's position in the organization. We're not talking about the obvious here; that the higher you climb up the corporate ladder the more money you can expect to make. Rather, what this points to is the importance a company places on its supply chain management function – particularly during tough economic times -- will most likely determine if supply chain management is considered an executive or senior level position within the company or an operational or support staff role. Understanding your company's perspective when it comes to the value of supply chain management is critical; our computation found that position with the company is about two times as important as size of logistics budget in determining salary level. And it sure has an important impact when it comes to actual pay levels, as indicated by the salary levels for each management level already mentioned. Basically every step up the management rung carries an increase of \$20,000 or more. There is almost a \$30,000 difference between average pay for senior managers and average pay for executive managers.

Looking ahead to their next increase, a considerably larger proportion of supply chain professionals are optimistic they will get one than was the case last year, regardless of their standing within the company hierarchy. Executive managers, as with recent years, are the least optimistic about a raise for 2011. Only 58% believe they will get a pay hike in 2011, which still represents a sizeable increase from the 41% who believed likewise the previous two years. But it is also far below the percentage of senior managers (75%), operations managers and supervisors (72%) and of those in support and sales roles (60%) who believe they will get a raise in 2011.

Size of logistics budget denotes responsibility and also plays a key role in determining pay scales. Only supply chain professionals working for companies with logistics budgets over \$5 million earned above the average total compensation in 2009. As with past years there were some significant jumps in pay the



"As supply chains have lengthened and grown more complex in an effort to keep product costs down, more attention to final delivered costs has gained more relevance."

larger the budget got. For example, those at the top of the scale, with budgets of more than \$20 million, are being paid \$107,473, which represents a more than \$20,000 improvement over those with budgets in the \$10-\$20 million range. Those with budgets under \$1 million are pulling in \$65,367 on average and their pay has actually shrunk from our previous survey.

Company size makes a similar, albeit not quite as dramatic difference. Only supply chain professionals working for companies with more than \$60 million in annual sales earned a total compensation package above the industry average. Traditionally our research has found significant differences be-

tween large and small companies. Those differences have shrunk in recent years as large companies have been particularly hard hit by the recession, but the differences still do exist. Those working for the smallest companies (with annual revenues of \$5 million or less) averaged \$67,315 in total compensation in 2010. Contrast that with the average \$89,090 made by those working for companies in the \$60-\$100 million range for annual revenues and the \$96,782 average pay earned by those working for companies with \$100-\$500 million range. .

Geographic location is another influence on pay. But supply chain professionals working in Ontario are no longer the best

off, even though their totals are inflated by the pay in the Toronto market. They made \$87,165 in 2010 on average, which represents a small increase after a severe drop in average pay of \$7,000 back in 2008. In recent years Ontario has not been able to keep up with booming Alberta and this time average pay in Ontario has fallen more than \$10,000 short of the mark posted in British Columbia of \$97,375. Only Ontario and BC were paying above the national average in 2010.

Of the 10 major metropolitan areas tracked by our survey, only 5 were paying above the survey average: Ottawa-Hull, Toronto, Mississauga, Calgary, and Vancouver. CT&L



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\*10<sup>th</sup> Survey of the Logistics Professional, *Canadian Transportation & Logistics*

## ...and now for the good news

Job satisfaction for supply chain professionals has shown no improvement in three years, but at least it didn't drop during the recession

B Y L O U S M Y R L I S

The worst of our economic troubles is, hopefully, behind us, supply chain employment and salaries are growing again, yet job satisfaction for the nation's logisticians remains the same, our annual Survey of the Canadian Logistics Professional, conducted in partnership with Supply Chain and Logistics Canada, shows. Logisticians across the country responding to our survey gave their job satisfaction an average rating of 3.6 out of 5, essentially a low B grade. This was the same as the two previous years and indicates that although improvement from the worrisome trend we noted a few years ago is not strong, it is at least holding steady. Back in 2007, the job satisfaction level had plummeted to its lowest in the history of our survey – just 3.4 out of 5. In other words, supply chain professionals were giving their job no better than a C+ rating. This was no outlier, either. That drop followed a sequence of events dating back to 2003, which showed job satisfaction dropping steadily from the height of 3.8 (a B+ grade) posted back in 2001.

But there are considerable differences in job satisfaction based on where a supply chain professional fits in the company hierarchy. The traditional rule is the higher up the company ladder, the most

satisfied you are likely to be, and that continues to hold true. Those of you in executive roles – vice-president of supply chain, for example – are by far the most satisfied in your positions. With our latest survey, 76% of those in executive ranks reported being satisfied with their jobs, with half of those being “extremely satisfied.” The average job satisfaction rate for executives was 4.13. In other words, these folks gave their jobs an A grade. In comparison, only 58% of senior managers were satisfied, as were 55% of operations managers, and only 50% of support and sales staff. Male logisticians also tended to be slightly happier in their positions (3.64 average job satisfaction rating) than female logisticians (3.56 average job satisfaction rating).

During the history of our survey, about a quarter or more of our respondents were looking to change jobs during any particular year. Over the past two years, with the economy collapsing and layoffs becoming a harsh reality, there was a considerable drop in the number of logisticians looking for work, with only 18% of respondents to our 2009 and 2008 surveys telling us they were looking to change employers. Our latest survey found a small change in that, with 20% of respondents looking for a new place to apply their skills. Not surprisingly, the urge to look for new work was highest among support/sales staff (25%) and operations managers/supervisors (23%). It was lowest by far (10%) amongst those in the executive ranks. Those working for the smallest companies (with fewer than 100 employees) were also most likely to be looking for greener pastures, with 24% of them indicating so.

Better money, better career opportunities and better benefits are the top three factors that make supply chain professionals change employers. Better money is still by far the greatest consideration with 71% of the overall sample providing that as a factor, compared to 33% for better career opportunities and 30% for better benefits.

For now, however, it remains somewhat an employer's market with only 10% of survey respondents reporting that filling vacant positions is very problematic. The majority (53%) say filling job vacancies is “somewhat problematic” while a third report no problems at all. Almost two thirds (64%) expect filling job vacancies in the near future to remain the same. Only 20% expect it to get harder.

CT&L

### FROM THE SUPPORTING PARTNER



Supply Chain & Logistics Association 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.

## The Average Logistics Professional

**Gender:** Male (75%)

**Average Age:** 47 years old

**Years of logistics experience:** 20

**Average number of companies worked for:** 4

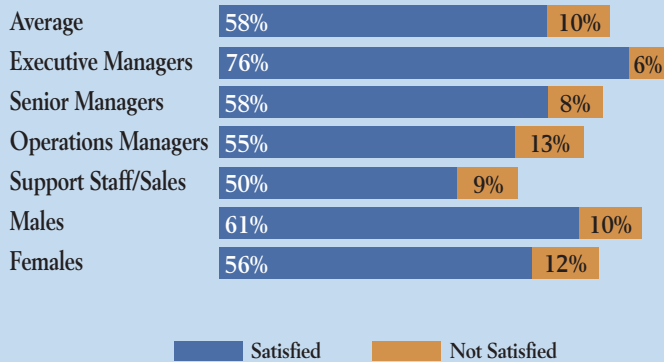
**Average number of years with current employer:** 12

**Mean total compensation (base salary and bonus):** \$87,100

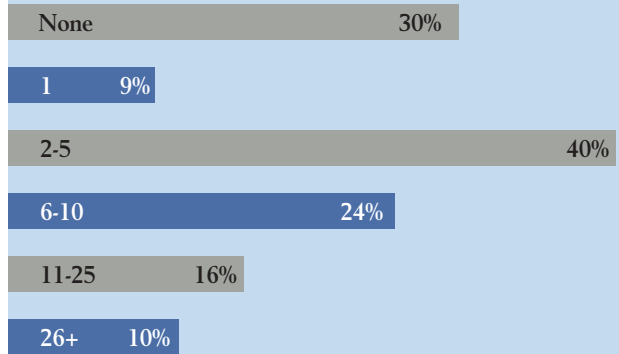
**Education:** 36% have attained bachelors or higher degree

**Training:** 18% are currently enrolled in professional development

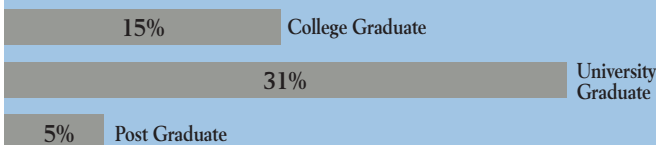
### Job Satisfaction (% satisfied)



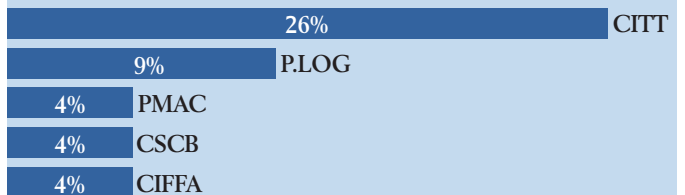
### Number of Employees Managed Directly



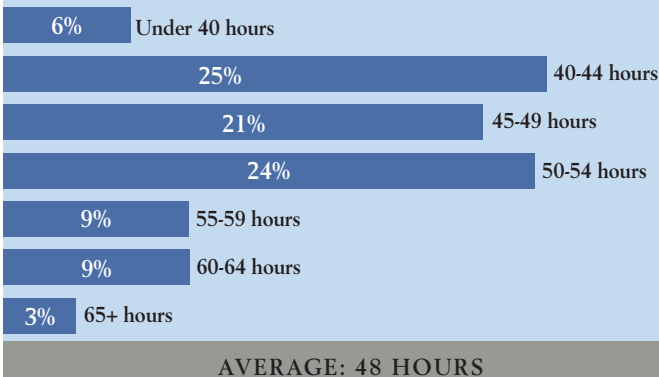
### Education (highest level attained)



### Top 4 Professional Designations Earned



### Number of Hours Worked (typical week)



### Gender Differences

	MALES	FEMALES
Age	48	44
University degree	31%	31%
Post Graduate degree	6%	7%
Years in Logistics	21	16
Manage Budget	65%	41%
Direct Reports	12	7
In Executive Management	17%	10%
Average Hours Worked	49	45
Satisfaction with Job	3.64	3.56

# swim faster

You will have to if you want to catch the best job candidates in the post-downturn recruitment pool

By Dan Brown,  
Consultant, Summit Search Group BC

**W**hile some uncertainty may shroud Canada's economic rebound, new data from Statistics Canada reveals that the labour market is starting to show signs of recovery. Hiring freezes are slowly lifting, and companies are once again on the hunt for talent. With this in mind, firms in the transportation and logistics industry need to ensure hiring and interview processes are able to adapt to the shifting economic times, or risk losing out on talent.

While a weak economy presents a large talent pool of typically overqualified candidates, a strong economy presents a smaller talent pool of candidates, many of which can entertain multiple job offers. Although some believe that the talent pool is deep today, it is actually quickly getting shallow and the transportation and logistics industry needs to know how to swim in these changing waters. Think real estate: attractive homes (qualified candidates) receive multiple offers in a strong market, so offers that either take too long or bid too low simply lose out.

Facing high operating costs, continual advancements in technology, along with health, safety and environmental challenges, the transportation and logistics industry is already a highly competitive marketplace. In order to survive under these circumstances, companies need to ensure the right individuals are placed in the right positions.

There are numerous, tactical steps companies can immediately put into place to adapt their recruiting practices in the post-downturn market:

#### **Move faster and maintain communication:**

Companies with hiring processes that move at glacial speed simply lose out on talent. Even if a hire decision has not been made yet, keeping up simple communication with candidates, such as updating them on the status of their application will show potential employees that you are serious about hiring.

#### **Treat candidates like potential clients:**

Talk about the company with an enthusiasm that would make a potential candidate want to work there. Sell your services, firm and industry the same way you would approach and respect a potential client. Interviewers are walking billboards for a company, so an interviewer that shows up late or lacks respect for a candidate,

risks damaging the firm's reputation. Any negative experience a candidate has can then be easily broadcast to large networks of colleagues through channels such as Facebook, Twitter, and blogs.

#### **Consider flexibility in compensation packages:**

Candidates have the ability to shop around in a strong market, so standards in terms of pay and benefits need to be raised. When it comes to what might appeal to each potential candidate, remain flexible in possibly offering them package options specifically suited to their needs. "Work-life balance" now strikes a chord with many, and pure monetary compensation is often no longer enough. Creating a personalized approach will not go unnoticed.

#### **Identify the qualities of your candidate:**

In order to make a hire in a timely-manner, companies must be able to identify the key qualities of an ideal candidate. Having a solid grasp on what to look for in a new hire can mean the difference between securing a hire and losing them to a competitor.

#### **Consider outside help:**

Sifting through piles of resumes and screening candidates to find those who may or may not be qualified for the job is a time-consuming and laborious process. This is where a recruiting agency can come in to ensure quality candidates are presented and that processes are moving fast enough.

Like with most other vulnerabilities in business, forecasting and planning ahead is essential. A deeper analysis of a company's overall staffing structure will help identify potential vulnerabilities and solutions towards succession planning and staff shortages. With the amount of strong talent out there now, firms can begin securing key hires to sustain the growth that shippers and carriers have been seeing in recent months using some of the outlined strategies. **CT&L**



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