



CALIFORNIA
COMMUNITY
COLLEGES
**ECONOMIC &
WORKFORCE
DEVELOPMENT
PROGRAM**

**BUSINESS AND WORKFORCE
PERFORMANCE IMPROVEMENT
INITIATIVE**

**Industry Scan Report
Los Angeles County**

LOGISTICS INDUSTRY

“Logistics Management”



Prepared By:
Center of Excellence
Hosted at Mt. San Antonio College

January 11, 2006



CALIFORNIA
COMMUNITY
COLLEGES
**ECONOMIC &
WORKFORCE
DEVELOPMENT
PROGRAM**



**BUSINESS AND WORKFORCE
PERFORMANCE IMPROVEMENT INITIATIVE**

Strategic Opportunity for Community Colleges in the Logistics Industry

“Logistics Management”

January 11, 2006

Prepared by:

Los Angeles County Center of Excellence
Hosted at Mt. San Antonio College
1100 N. Grand Ave., Building 35, Walnut, CA 91789
Phone: 909) 564-5611, ext. 6106 Fax: 909) 468-4093
areille@mtsac.edu www.cccewd.net

In collaboration with:

High Point Management Group
1154 Emerson Street, Upland, CA 91784
Phone: 909) 920-4449

THE BUSINESS AND WORKFORCE PERFORMANCE IMPROVEMENT INITIATIVE IS A GRANT-FUNDED PROJECT THROUGH THE ECONOMIC & WORKFORCE DEVELOPMENT PROGRAM OF THE CALIFORNIA COMMUNITY COLLEGES. OUR MISSION IS TO STRENGTHEN CALIFORNIA'S WORKFORCE AND ADVANCE ECONOMIC GROWTH THROUGH EDUCATION, TRAINING AND JOB DEVELOPMENT.

Table of Contents

EXECUTIVE SUMMARY	3
OVERVIEW OF STRATEGIC OPPORTUNITY	
Description	4
Demand.....	6
Value to Colleges	7
Labor Market Projection.....	7
INDUSTRY OVERVIEW	
State of the Industry	9
State of the Region	10
Industry Workforce Challenges and Needs	11
Future Trends and Implications for Workforce Training.....	11
Industry Validation.....	12
OCCUPATIONAL OUTLOOK	
Job Growth.....	13
Salaries	13
Career Ladders	15
INDUSTRY TRAINING NEEDS	
Skills.....	17
Education Requirements.....	17
Training Needs.....	18
Training Preferences.....	19
Potential Barriers and Factors to Consider in Developing Training.....	20
Conclusion	20
DATA SOURCE AND REFERENCES CITED	21
APPENDICES	
A. How to Utilize This Scan.....	22
B. Job Descriptions, Duties and Skills Required by Occupation	24
C. Existing Training Programs	28
D. Employers Survey	30

IN THE FIELD OF LOGISTICS, THE NUMBER OF FIRST-LINE SUPERVISORS IS EXPECTED TO INCREASE BY 14.5% AND THE NUMBER OF TRANSPORTATION, STORAGE AND DISTRIBUTION MANAGERS BY 20.4% BETWEEN 2002 AND 2012. THE MEDIAN HOURLY WAGE IS \$20.34 FOR FIRST-LINE SUPERVISORS AND \$33.35 FOR MANAGERS¹.

Executive Summary

As California's economy has transformed from mass production to lean production and now mass customization, Logistics and supply chain management has become the key to creating a "real time economy" where products are designed and delivered directly to customers. Thousands of jobs are being created to manage efficiently the movement of goods.

This is particularly true in Southern California where the region has the largest number of jobs in Logistics, approximately 240,000 in 2003, about 59% of all Logistics jobs in California. Employment in Logistics grew by 22%, from about 198,000 in 1990 to 240,700 in 2003². The trend is expected to continue as a result of the changes in manufacturing, the growth of international trade and of the volume of goods handled through the ports of Los Angeles / Long Beach and the increase in population.

There is a Strategic Opportunity for the Community Colleges to prepare students to enter this growing sector, as well as to upgrade employees' skills to allow them to move up the career ladder to supervisory and management positions. They will learn how to integrate materials management and physical distribution with strategic planning and information technology (industry-specific software, global positioning systems, radio frequency identification devices and wireless telecommunication platforms).

Credit courses: A certificate program and/or an Associate Degree with a concentration in Logistics should be created to offer students the ability to learn about Logistics before they transfer to a University or to prepare them to enter the industry directly after completion, and to train incumbent workers who need additional skills to advance their careers. Courses would include business writing, business planning, management, Logistics, warehouse management and material handling, supply chain management, transportation management, supervision, leadership and total quality management. Students would also be strongly encouraged to complete internships to gain work experience.

Non-credit: An industry survey showed a need for short-term training, possibly in the form of workshops, contract education or non-credit classes in areas including customer service skills, supervision, writing, Logistics, organization skills, management and leadership, team building, time management or safety.

¹ 2005 California Regional Economies Project, Logistics and Manufacturing Value Chains

² 2005 California Regional Economies Project, Logistics and Manufacturing Value Chains

Overview of the Strategic Opportunity

Description

California's goods movement industry has become one of the biggest economic engines in the State. According to a recent study by the California Business, Transportation and Housing Agency, Logistics supports one out of seven California jobs and contributes more than \$200 billion per year to the State's economy. In addition, the industry produces more than \$16 billion in tax revenues to state and local government³.

The growth of the Logistics industry creates new jobs from entry-level workers to high-level managers. There is an opportunity for Community Colleges to create new training programs to train supervisors and managers and give employees the skills needed to move up the career ladder.

According to the Council of Supply Chain Management Professionals, the demand for Logistics managers at all levels is excellent. The Collegiate Employment Research Institute reports that Logistics is a field with more positions than graduates each year. The Wall Street Journal reports that senior Logistics management talent is also in short supply⁴.

As Logistics managers' roles and value have grown, the need for well-educated, talented professionals with a diverse array of skills has emerged. The increasing importance of analytical, strategic, and technological activities also makes Logistics an attractive career to more people. As a result, the number of minorities and women entering the field of Logistics directly from high school, college, and from other fields is increasing rapidly. Another factor which contributes to the changing face of Logistics is the value that organizations are placing on diversity today. Successful organizations realize that diversity gives them an edge in the highly competitive global marketplace. As a result they are recruiting a variety of people from all walks of life for their Logistics management positions⁵.

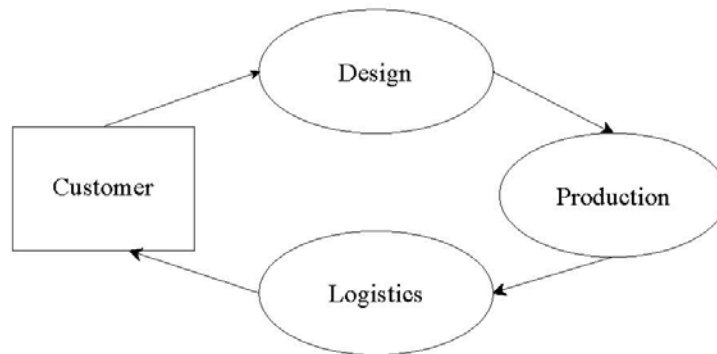
The creation of jobs in Logistics management will continue to occur in Los Angeles County and the adjacent Inland Empire, as 42% of U.S. international imports are being received and handled in that area. The area is also predicted to have the largest absolute increase in population in the United States. A growing population means increasing local economic activity and a growing need to distribute goods at the right place and the right time.

³ Goods Movement Action Plan prepared by BTH and Cal EPA

⁴ CSCMP "Careers in Logistics" Report

⁵ CSCMP "Careers in Logistics" Report

The Manufacturing Value Chain



Source: California Regional Economies Project
Logistics and Manufacturing Value Chains, July 2005

The Manufacturing Value Chain contains three vital components:

- **Design** companies specializing in engineering services, specialized design, and management/technical consulting.
- **Logistics** includes the transportation, freight, warehousing, delivery and support firms specializing in moving goods from producers to customers, including other producers and end users.
- **Production** includes companies that directly produce a good.

The functions of design support, and Logistics have been outsourced in many cases to other companies, and have shown employment increases in most regions, even during the recent recession⁶.

California's Manufacturing Value Chain Sector				
Share of Employment	1990	1994	2000	2002
Design	11%	12%	14%	16%
Logistics	13%	15%	16%	17%
Production	76%	73%	69%	67%
Total Manufacture	2.2 million	2 million	2.3 million	2.1 million

Source: California Regional Economies Project, 2004

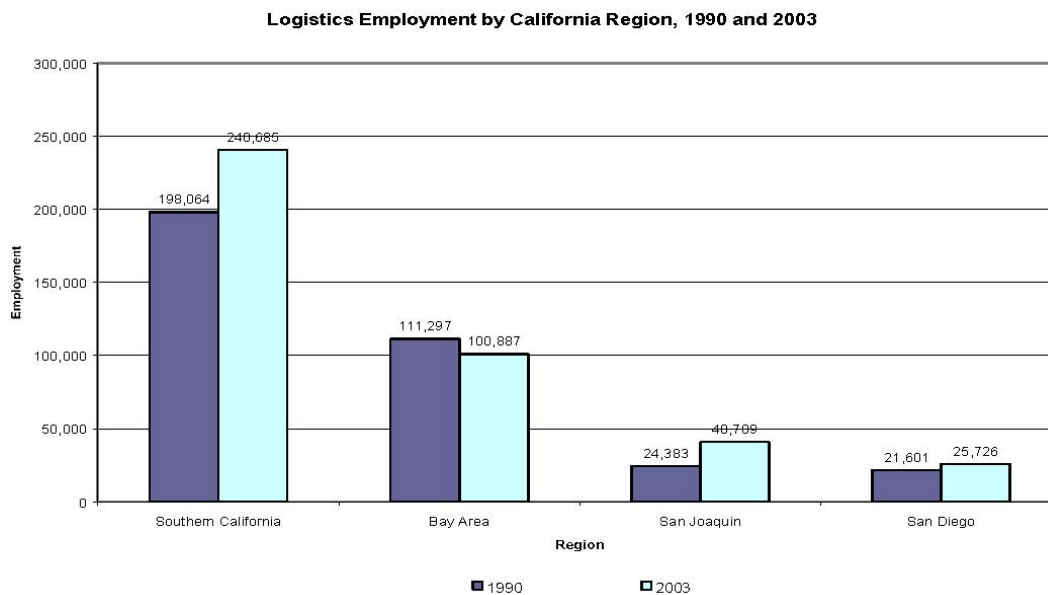
⁶ 2005 California Regional Economies Project, Logistics and Manufacturing Value Chains

Demand

Quantifying the levels of trade, the rising demand for Logistics management employees in Los Angeles County exists due to the fact that the number of containers moving through the ports of Los Angeles and Long Beach went from 9.5 million twenty foot equivalent units (*TEU*'s) in 2000 to 13.1 million in 2004. The ports predict these figures will reach 19.7 million in 2010 and 36 million in 2020.

In addition, Southern California is expected to go from 19.5 million people in 2000 to 24.7 million people in 2020. That is a gain of 5.2 million people in this period. Of this gain, 1.9 million will be in Los Angeles County. As population grows, the Logistics industry grows, as it is needed to coordinate the transportation of goods to retail outlets that will serve this huge and increasing number of people.

Employment



Source: Department of Labor Statistics

The Southern California region consists of five counties: Ventura, Los Angeles, Orange, San Bernardino, and Riverside. Compared to California's other regions, Southern California has the largest number of jobs in Logistics, approximately 240,000 in 2003 –about 59% of all Logistics jobs in California. Employment grew by 22% from about 198,000 in 1990 to 240,700 in 2003⁷.

⁷ 2005 California Regional Economies Project, Logistics and Manufacturing Value Chains

Southern California Logistics employment

Logistics employment by subsector						
Southern California	1990	2003	Employment Change 1990-2003	% Employment in Subsector, 1990	% Employment in Subsector, 2003	Employment Concentration, 2003
Transportation services	148,456	152,022	2%	75%	63%	0.88
Logistics support	34,478	53,751	56%	17%	22%	1.62
Warehousing and storage	11,917	29,575	148%	6%	12%	1.05
Supply chain management	3,213	5,337	66%	2%	2%	1.42
<i>Logistics</i>	198,064	240,685	22%	100%	100%	1.01

Source: Bureau of Labor Statistics, Collaborative Economics

Southern California's employment in supply chain management* is 42% more concentrated when compared with the same sector nationally. Supply chain management employment paid \$55,319 on average in 2003 and employed more than 5,300 southern Californians. Employment in supply chain management grew 66%, adding 2,124 jobs between 1990 and 2003⁸.

**In the Regional Economies Report, Supply Chain Management only comprises firms offering operating advice and assistance in productivity improvement, inventory management, production planning, quality assurance and materials handling and transport.*

Value to Colleges

There is a strategic opportunity for the Community Colleges to prepare students to enter this growing industry, as well as to upgrade employees' skills to allow them to move up the career ladder to supervisory and management positions.

Credit courses: A Certificate program and/or an Associate Degree with an emphasis on Logistics or Supply Chain Management can be added to the colleges offering to give students the opportunity to learn about Logistics before they transfer to a university, and to train incumbent workers who need the skills to advance their careers.

Non-credit: Employers have expressed a need for short-term training, workshops, continuing education or contract education in a variety of areas (see Training Needs page 18 and Employers Survey in Appendix D page 29)

Labor Market Projections

Projected (2012) employment needs in California Logistics occupations (*note, selected occupations are illustrative*).

⁸ 2005 California Regional Economies Project, Logistics and Manufacturing Value Chains

Occupational Titles	2002 Employment	2012 Projected Employment	Numerical Change	% Change	Separations	Median Hourly Wage*	Education & Training Levels	Annual Growth Rate
Entry-level occupations								
Packers and Packers, Hand	115,000	134,500	19,500	17.0%	21,500	\$8.10	Short-Term OJT (11)	1.6%
Laborers and Freight, Stock, and Material Movers	264,300	293,900	29,600	11.2%	86,400	\$9.29	Short-Term OJT (11)	1.1%
Packaging and Filling Machine Operators and	43,800	54,500	10,700	24.4%	8,700	\$9.34	Short-Term OJT (11)	2.2%
Truck Drivers, Light or Delivery Services	104,300	127,100	22,800	21.9%	9,600	\$11.79	Short-Term OJT (11)	2.0%
Conveyor Operators and Tenders	7,000	8,200	1,200	17.1%	2,000	\$12.11	Short-Term OJT (11)	1.6%
Mid-level occupations								
Truck Drivers, Heavy and Tractor-Trailer	121,900	150,900	29,000	23.8%	19,900	\$17.11	Moderate-Term OJT (10)	2.2%
Cargo and Freight Agents	10,600	12,100	1,500	14.2%	2,400	\$17.63	Moderate-Term OJT (10)	1.3%
First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	16,600	19,000	2,400	14.5%	3,900	\$20.34	Work Experience (8)	1.4%
Transportation Workers, All Other	7,600	9,500	1,900	25.0%	2,300	\$20.48	Short-Term OJT (11)	2.3%
Higher-level occupations								
Captains, Mates, and Pilots of Water Vessels	1,800	1,900	100	5.6%	500	\$22.08	Work Experience (8)	0.5%
and Material-Moving Machine and Vehicle Operators	23,400	26,300	2,900	12.4%	5,500	\$23.84	Work Experience (8)	1.2%
Transportation Inspectors	2,200	2,400	200	9.1%	500	\$26.51	Work Experience (8)	0.9%
Locomotive Engineers	1,700	1,800	100	5.9%	500	\$27.52	Work Experience (8)	0.6%
Airfield Operations Specialists	1,200	1,300	100	8.3%	300	\$27.56	Long-Term OJT (9)	0.8%
Crane and Tower Operators	3,500	4,300	800	22.9%	800	\$30.53	Moderate-Term OJT (10)	2.1%
Ship Engineers	1,000	1,200	200	20.0%	400	\$31.73	Post-Sec. VocEd (7)	1.8%
Transportation, Storage, and Distribution Managers	9,800	11,800	2,000	20.4%	1,900	\$33.35	Work Experience (8)	1.9%
Air Traffic Controllers	2,200	2,500	300	13.6%	600	\$52.54	Long-Term OJT (9)	1.3%

Source: California Regional Economies Project

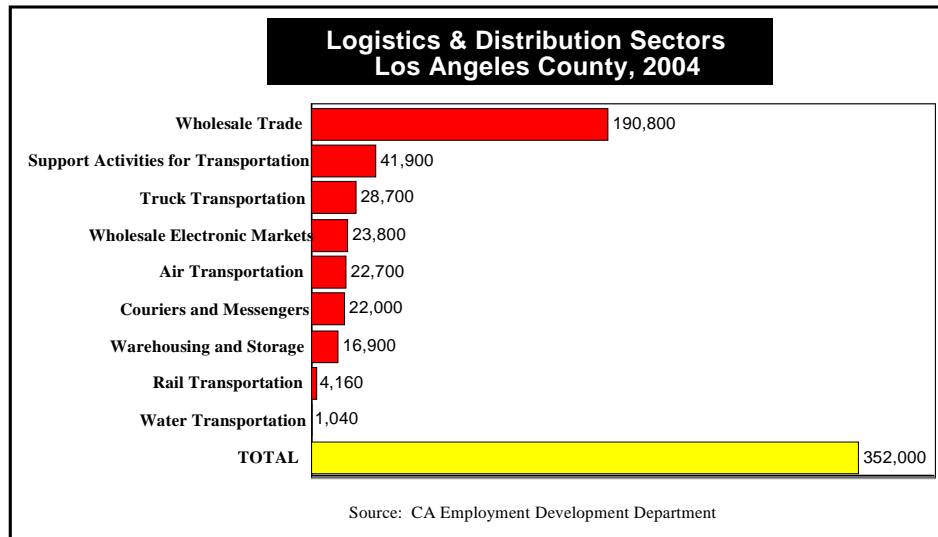
The number of first-line supervisor/manager positions is expected to increase by 14.5% and the number of transportation, storage and distribution manager positions by 20.4% between 2002 and 2012. The median hourly wage is \$20.34 for first-line supervisors and \$33.35 for managers.

Labor market information for other specific occupations studied in this report is not available from the Employment Development Department (e.g. supply chain managers).

Industry Overview

State of the Industry

According to the Southern California Association of Governments, the Logistics and Distribution sectors employed 352,000 people in Los Angeles County in 2004.



Employment

Employment figures broken out by functional areas and occupations indicate that within Logistics about 35% of all jobs are in office and administrative support occupations and more than 45% of Logistics occupations are in transportation and material moving occupations statewide. Within specific functions, the occupational pattern varies, but in each case the majority of Logistics jobs (81%) offer mid-level wages, with salaries ranging from just over \$27,000 to approximately \$48,000⁹.

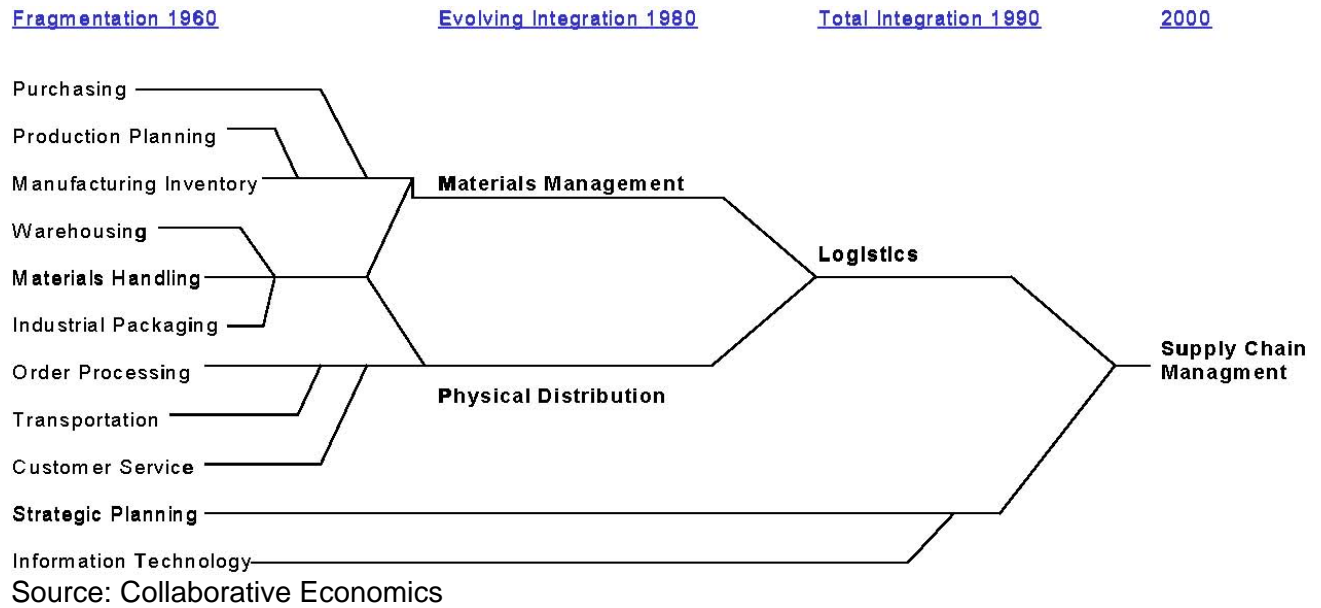
Trends

Increasing productivity in the manufacturing value chain requires a new kind of Logistics function with increased integration of activities and the management complex supplier relationships among many partners around the globe. Supply chain management (integrating materials management and physical distribution with strategic planning and information technology) is lowering sales to inventory ratios across the U.S. In the aggregate, firms' effective management of the supply chain has lowered Logistics and inventory carrying costs which ultimately helps to increase competitiveness and reduce consumer prices⁹.

The Logistics component of the manufacturing value chain has been shifting towards the increased integration of the various activities involved in the transportation process. The integration of Logistics (materials management and physical distribution) with strategic planning and information technology has resulted in the evolution of supply chain management⁹.

⁹ 2005 California Regional Economies Project, Logistics and Manufacturing Value Chains

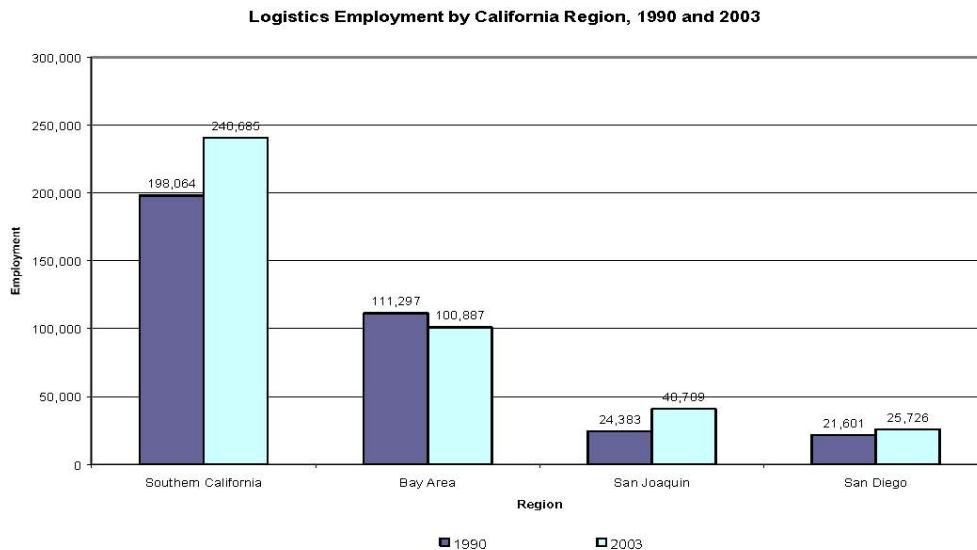
The evolution of supply chain management



State of The Region

Four urban regions function as the key “nodes” in California’s goods movement network: Los Angeles/Inland Empire, the Bay Area, San Diego/Border, and the San Joaquin region. Of the four regions, Logistics employment in Southern California is by far the largest, with about 59% of all Logistics employment in the state¹⁰.

Logistics employment by region (Source: Bureau of Labor Statistics)



¹⁰ 2005 California Regional Economies Project, Logistics and Manufacturing Value Chains

The Southern California region consists of five counties: Ventura, Los Angeles, Orange, San Bernardino, and Riverside. Compared to California's other regions, Southern California has the largest number of jobs in Logistics, approximately 240,000 in 2003 –about 59% of all Logistics jobs in California. Employment grew by 22% from about 198,000 in 1990 to 240,700 in 2003¹¹.

Industry Workforce Challenges and Needs

Careers in Logistics and in supply chain management are not well understood by the general public. Transportation, distribution and warehousing tend to have a negative image. Employers have difficulties filling many positions from warehouse entry-level workers (see BWPI report on "Career Ladders in Warehousing, 2004) to supervisory and managerial positions. This report focuses on supervisors and managers working in the field of Logistics. Employers report that candidates lack relevant experience and required qualifications, both job specific and more general, such as communication skills.

Employees often do not have the qualifications needed to be promoted to a supervisory position. They lack basic skills, as well as knowledge of the industry and leadership and management skills.

The industry needs educators to help promote the industry and improve students' understanding of the role of Logistics and supply chain management, and develop training programs to give them the skills they need to be successful. Some short-term training is also needed to upgrade incumbent workers' skills.

Future Trends and Implications for Workforce Training

Improved inventory management, streamlined Logistics systems and various information sharing devices such as global positioning systems (GPS) and radio frequency identification devices (RFID), the Internet and other wireless telecommunication platforms will continue to improve supply chain operations.

Third party Logistics providers (3PLs) providing specialized and customized end-to-end solutions are growing very fast as some manufacturers choose to outsource transportation to lower their costs and increase flexibility and reliability. The 3PLs are better able to anticipate and respond to shifts and changes in the global economy and the local conditions (e.g. infrastructure, traffic, or workforce shortage) because Logistics is their core competency.

Therefore, educational institutions have to increase both the quality and quantity of workers able to supervise teams, coordinate operations and strategically manage goods movement. While designing their new programs, Community Colleges should keep in mind that many students will transfer to a university to continue their education in Logistics; therefore some courses should be transferable when appropriate.

Supervisors and managers are expected to have both experience and education. It would be very beneficial for supervisors and managers to obtain a certificate or an Associate Degree in

¹¹ 2005 California Regional Economies Project, Logistics and Manufacturing Value Chains

Logistics Management. Those who wish to continue moving up the ladder should consider continuing their education to obtain a Bachelor's Degree and a Master's Degree.

Workers should also keep up with changes in technology and management strategies that affect the industry and their individual performance. There is a great opportunity for colleges to offer continuing education courses and contract education in addition to credit courses.

Industry Validation

The information presented in this report is based on interviews with businesses, an industry survey (see appendix D), as well as information provided by trade associations (Council of Supply Chain Management Professionals and Distribution Management Association).

Businesses interviewed or surveyed include:

- Airgas Safety
- California Community News
- CandyWarehouse.com, Inc.
- Charles P. Crow
- Customized Distribution Services
- Golden State Foods
- Jacmar Foodservice Distribution
- Mattel, Inc.
- Medical Specialties Distributors
- Perrigo
- Price Transfer Inc.
- Tyco Electronics
- Vons

Occupational Outlook

Job Growth

The Employment Development Department does not provide data for most of the jobs presented in this report because occupations are not categorized by type of activity (e.g. *Operations Managers* may or may not work in Logistics). Also, jobs are grouped by categories and are not as specific as needed to be relevant (e.g. *Logistics Manager* does not exist as a separate occupation in the EDD data). In addition, employees in charge of Logistics work for a variety of businesses including manufacturers, 3PLs, freight forwarders, wholesalers, distributors, service providers or consulting firms, making data gathering and analysis more complex.

Projections: The 2005 California Regional Economies Report indicates that, in California, the number of first-line supervisor positions is expected to increase by 14.5% and the number of transportation, storage and distribution manager positions by 20.4% between 2002 and 2012.

Salaries

The Employment Development Department does not provide salary information specific to jobs in the Logistics industry for the reasons stated above. However, trade associations have conducted wage studies among their members and the results indicate that the compensation is very competitive.

Warehouse Education and Research Council Salary Survey:

Median Salary + Bonus	2002 Study	2004 Study	Increase (%)
Vice President of Logistics	n/a	\$147,625	-
Vice President Marketing/Sales	n/a	\$106,500	-
Director of Logistics	\$95,000	\$113,350	19.3%
General Manager	\$80,000	\$92,700	15.9%
Operations Manager	\$58,659	\$64,400	9.8%
Traffic Manager	\$55,050	\$61,375	11.5%
Customer Service Manager	\$50,000	\$52,500	5.0%
Office Manager	\$39,500	\$42,750	8.2%
Warehouse Supervisor	\$40,998	\$42,873	4.6%
Sales Person	n/a	\$54,999	-

The Council of Supply Chain Management Professionals (CSCMP) Compensation Survey

According to CSCMP, earning potential for Logistics managers is excellent. In addition to receiving outstanding salaries, Logistics managers receive a full range of benefits and most are eligible for bonus pay.

Compensation Ranges for Logistics Management Positions			
Position Type / Title	10 th Percentile	Average	90 th Percentile
First Level Management/Supervision			
Analyst (Freight Rate Specialist)	\$28,500	\$39,400	\$52,300
Customer Service Manager	\$35,200	\$50,900	\$70,300
Transportation Coordinator	\$29,000	\$35,700	\$43,100
Warehouse Outbound Operations Manager	\$36,700	\$54,000	\$78,400
Middle Level Management			
International Logistics Manager	\$39,600	\$69,200	\$100,100
Inventory Planning & Control Manager	\$50,900	\$74,800	\$105,200
Transportation Manager	\$46,200	\$76,100	\$111,100
Warehouse Operations Manager	\$56,400	\$78,700	\$99,900
Executive Level Management			
Director of Logistics	\$85,000	\$138,600	\$221,100
Vice President of Logistics	\$93,400	\$182,200	\$288,500

Source: 1997 Logistics and Supply Chain Management Compensation Survey Results

Compensation varies significantly because of differences in:

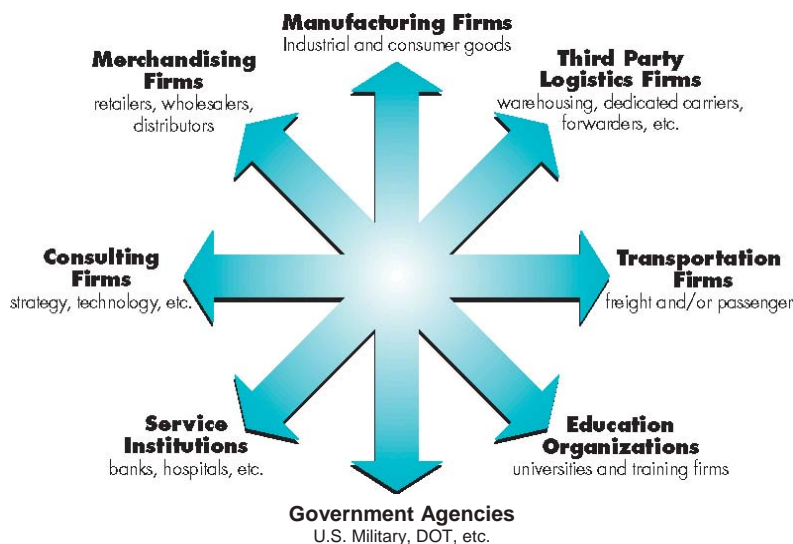
- Personal factors: job performance, experience, education level
- Organizational factors: industry type, size of organization, geographic location
- Position factors: scope of responsibility, staff size, budget

Employers Profile

Logistics involves so many critical business activities that nearly every Fortune 500 and Global 500 company can be considered a potential employer for Logistics managers. The same can be said for smaller public and private companies around the world. Any company that purchases and/or sells products has a need for Logistics professionals to manage the flow of product and information locally, nationally, and internationally. Service firms like hospitals and restaurant chains must also manage Logistics activities (Source: CSCMP).

Sample of types of businesses and organizations that employ Logistics managers

(Source: CSCMP)



Career Ladders as presented in the "Careers In Logistics" Report published by CSCMP (previously named CLM)

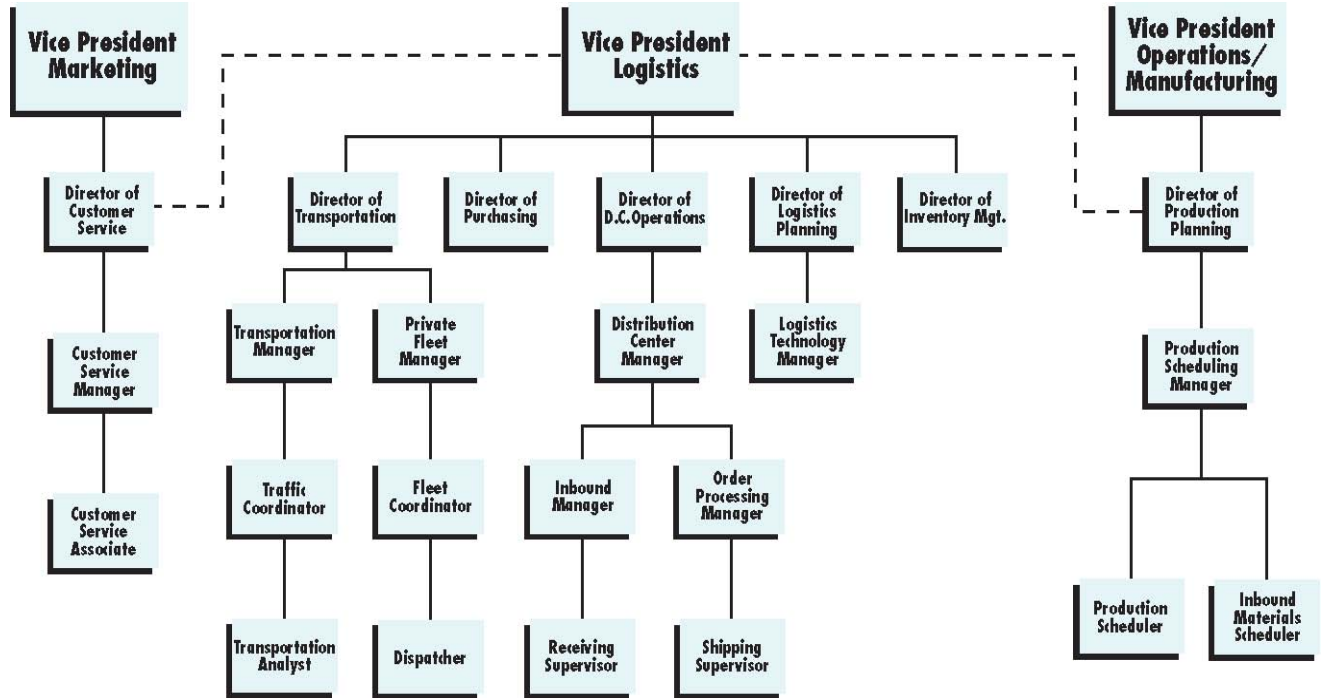
No single career path dominates Logistics management. In fact there are hundreds of potential career paths. An employee's career path will be largely influenced by their skills, interests, and personal decisions. It will also be impacted by the size, type, geographic scope, and organizational structure of the firm.

A broad base of business skills, knowledge of the Logistics process, and relevant internship/work experience will give students ample opportunity to begin their career with a manufacturer, retailer, carrier, third party Logistics firm, or other organization. Students will likely begin as a management trainee, analyst, or first-line supervisor. As they demonstrate their managerial capabilities, they can progress to Logistics positions of greater responsibility. They may also decide to gain experience in other parts of the organization.

A Logistics career path can focus on a wide variety of functional areas. Some of these include:

- Logistics planning and analysis
- Transportation management
- Warehouse operations management
- Inventory planning and control
- Purchasing and materials management
- International Logistics management
- Production planning and operations
- Supply chain management
- Customer service management
- Information systems and control
- Logistics services marketing and sales
- Logistics engineering

Any number of these areas can be combined under the responsibility of a single Logistics executive. The organizational chart provided on the next page highlights many of the Logistics career paths that exist in manufacturing firms. With the exception of production planning, similar opportunities are available with merchandising firms. There is also an opportunity to build a career path by moving between Logistics functions, moving into other areas of the organization, or by moving from one type of organization to another.



Source: CSCMP Careers in Logistics Report

Industry Training Needs

Skills

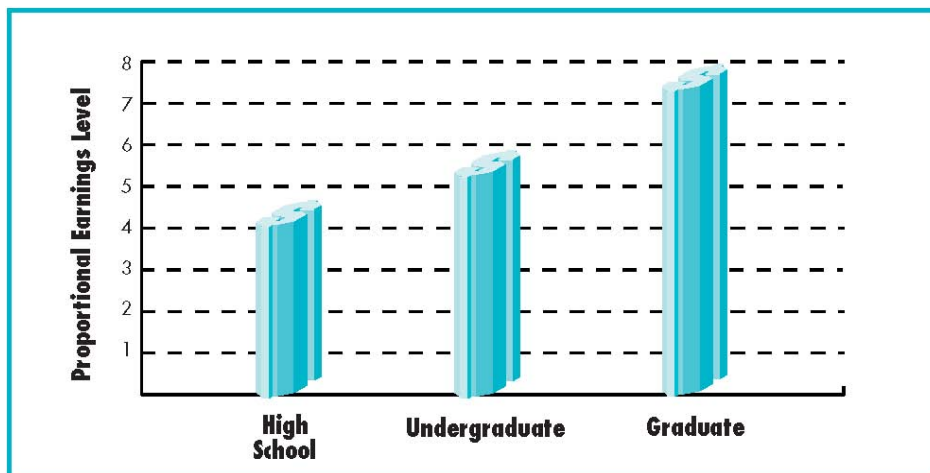
Logistics supervisors and managers work with people, processes, and information. Thus, they need a broad set of skills to build a successful career in Logistics management including:

- People skills
- Communication skills
- Analytical skills
- Computer skills
- Flexibility
- Management and leadership
- Understanding of Logistics and inventory flow
- Problem solving
- Ability to prioritize and time management
- Total Quality Management
- Safety
- Ability to work under pressure

Refer to appendix B for examples of job descriptions, duties and skills required for specific positions.

Education Requirements

For individuals interested in entering the Logistics industry prior to obtaining a degree, it is worth noting that many of today's professionals started out in entry-level positions and advanced to their current status over many years. This can be done by obtaining experience, on-the-job-training, and continuing education. A compensation study revealed that nearly 93% of the organizations surveyed provide financial support to help defray college tuition and related costs¹².



¹² CSCMP Careers in Logistics Report

It is important to note that career options and earnings potential may be limited for those do not continue their education beyond high school. As the graph highlights, an experienced Logistics manager with a graduate degree earns nearly twice as much annually as his/her counterpart with a high school degree¹³.

Of the 10 companies who responded to the survey (see appendix D), only 3 required a college degree for supervisory or mid-management positions. The completion of a certificate program would be sufficient for a majority of supervisory positions; however, employees wishing to move up to high-level management will have more chances to do so with further education.

All ten respondents stated that they would hire applicants with an Associate Degree in Business Administration with a concentration in Logistics.

Mid-level and high-level management positions often require a Bachelor's Degree or a Master's Degree.

Training Needs

There is a strategic opportunity for the Community Colleges to prepare students to enter this growing sector, as well as to upgrade employees' skills to allow them to move up the career ladder to supervisory and management positions.

Credit courses

A Certificate program and/or an Associate Degree with a concentration in Logistics can be created to offer students the ability to learn about Logistics before they transfer to a university, and to train incumbent workers who need the skills to advance in their industries.

Non-credit

The respondents to the survey stated that there is a need for short-term training, possibly in the form of workshops, contract education or non-credit classes in the following areas:

- Customer service skills
- Supervision
- Understanding job description
- Writing skills
- Forklift and pallet jack training
- Logistics and Lean Manufacturing
- Organization skills
- Literacy skills
- Management and Leadership
- Thinking differently
- Time management
- Team building
- Safety

¹³ CSCMP Careers in Logistics Report

Courses

The majority of respondents stated that Community Colleges should offer the following courses:

- Business writing
- Business planning
- Introduction to management
- Introduction to Logistics
- Warehouse management and material handling
- Supply chain management
- Transportation management
- Principles of supervisions
- Principles of leadership
- Total quality management

Existing programs in Logistics at Community Colleges and Universities are listed in appendix C

For example, Riverside Community College offers the following courses in the Logistics programs:

- Principle of Logistics
- Warehouse Management
- Purchasing Management
- Transportation & Traffic Management
- Freight Claims
- Contract Management
- Computerized Logistics
- Inventory Management

Internships

It is highly recommended that students do internships to gain work experience and better understand the field and discover what specializations are most interesting to them. It will give them the opportunity to sharpen their analytical skills, participate in challenging projects, and possibly gain some supervisory experience. Most supervisory jobs require work experience and employers stated in the survey having difficulty recruiting employees with relevant experience in the industry and in management or supervision. Internships also give students a chance to prove themselves, and interns may obtain job offers after completion.

Training Preferences

Credit courses to earn an Associate Degree can be offered at traditional class time. A certificate program should be offered in the evenings or weekends to allow incumbent workers to attend. A variety of courses can be taught online to give students more flexibility. Customized training delivery will be based on the clients' preferences.

Potential Barriers and Factors to Consider in Developing Training

The main barrier to the success of a new Logistics or Supply Chain Management Program is enrollment. Students are not familiar with this field and incumbent workers will most likely not be aware of new programs being created. Therefore, it is crucial to target potential students and market the classes effectively until the field of Logistics becomes as common and understood as other fields in business such as retail, for example.

College faculty may not have the expertise to teach Logistics and the colleges may have to use adjuncts and recruit executives to teach. The hourly rate for teaching at a college will not be a good incentive to attract managers; however, executives may be interested in teaching because they enjoy sharing their knowledge about the industry that they are so passionate about.

The Colleges will need classroom space and computer laboratories, possibly software, but no additional equipment.

Conclusion

Businesses interviewed strongly recommend the creation of training programs in Logistics and Supply Chain Management at the Community College level. Currently, many Universities, but very few Community Colleges, offer courses in this field. Community College students should have the option to specialize in Logistics before they transfer to a University or should have the opportunity to obtain training to prepare them to enter the industry with a Certificate or an Associate Degree.

The industry also expressed a need for incumbent workers' training through the Community Colleges to upgrade their skills and allow them to move up the career ladder. Currently, employees lack supervisory skills, management and leadership skills, as well as Logistics and supply chain management specific skills.

Work experience is required for management positions therefore students should, at a minimum, do an internship or, when possible, should enter the industry at an entry-level position and move up the ladder while completing their education. A majority of employers offer educational benefits and encourage their teams to advance their education. Salary surveys showed considerable differences in compensation between workers with a high-school diploma and workers with a college degree.

Data Sources and References Cited

This report has utilized the following information:

- Business interviews and survey (see appendix D).
- **CA Employment Development Department** for labor market information.
Website: www.calmis.cahwnet.gov/
- **California Workforce Investment Board and the California Economic Strategy Panel** joint report: 2005 California Regional Economies Project, Logistics and Manufacturing Value Chains: Meeting the Workforce and Infrastructure Demands of a "Real Time" Economy.
- **Council of Supply Chain Management Professionals (CSCMP)**. Website: www.socalcscmp.org Website provides information on the local chapter, conferences, events, and training programs offered in Southern California.

CSCMP general website www.cscmp.org also provides reports including the "Careers in Logistics" report, job descriptions, case studies, trends studies, glossary of terms, trade publications, books of interest, list of other industry associations, and career patterns studies as well as educational programs available.

- **Distribution Management Association (DMA)**. Website: www.dmasocal.org
- **Southern California Association of Governments**.
Publications:
Southern California Regional Strategy for Goods Movement: A Plan for Action, February 2005, Amended March 2005
Logistics & Distribution: An Answer to Regional Upward Social Mobility, 2004
- **Warehousing Education and Research Council (WERC)**
Publication:
Warehousing Salaries and Wages, 2004 Data

APPENDIX A: How to Utilize this Scan

About Us - Description of BWPI:

The Business and Workforce Performance Improvement (BWPI) initiative is focused on building the capacity of the colleges in the area of economic and workforce development to enhance their ability to deliver education and training services to businesses and workers in high growth industries, new technologies, and other clusters of opportunities.

The Centers of Excellence (COE) within BWPI provide information regarding workforce trends, increase awareness and visibility about the colleges' economic and workforce development programs and services, and build partnerships with business and industry.

The work of the COE's help position the Community Colleges as THE workforce partners of choice to business and industry and ensure that college programs are current and market-responsive. This will contribute to the overall economic vitality of the communities in which they serve.

How to Use This Industry Scan:

The Centers of Excellence within the Business and Workforce Performance Improvement Initiative of the California Community College Economic and Workforce Development Program have undertaken Industry Scanning to provide targeted and valuable information to Community Colleges on high growth industries and occupations.

This scan is intended to assist the decision-making process of Community College administrators and planners in addressing local and regional workforce needs and emerging job opportunities in the workplace as they relate to college programs. The information contained in this report can be used to guide program offerings, strengthen grant applications, and support other economic and workforce development efforts.

This report is designed to provide current industry data that will:

- Define potential strategic opportunities relative to an industry's emerging trends and workforce needs;
- Inform and influence local college program planning and resource development; and
- Promote a future-oriented and market responsive way of thinking among stakeholders.

This Industry Scan included a review of the California Regional Economies Project reports and Employment Development Department (EDD) Labor Market Information (LMID) projections that cover the communities in this region, as well as many other sources as listed.

Important Disclaimer:

All representations included in this Environmental Scan product/study have been produced from a secondary review of publicly and/or privately available data and/or research reports. Efforts have been made to qualify and validate the accuracy of the data and the reported findings. The purpose of the Environmental Scan is to assist the California Community Colleges to respond to emerging market needs for workforce performance improvement. However, neither the Business and Workforce Performance Improvement Centers of Excellence, COE host college nor California Community Colleges Chancellor's Office are responsible for applications or decisions made by recipient Community Colleges or their representatives based upon this study including components or recommendations.

This project is funded in part by the California Community Colleges Chancellor's Office, Economic and Workforce Development Program, grant number 05-305-005 for \$178,875 to fund multiple projects and activities through the Center of Excellence.

Appendix B: Job descriptions, duties and skills required by occupation

Source: CSCMP Careers in Logistics Report

Warehouse Operations Manager

Description: Directs the efficient and cost-effective operation of commercial or industrial distribution center(s) or warehousing facilities. Manages inbound activities related to the receipt and storage of goods, inventory management, and claims. Oversees outbound activities related to order-filing, stock replenishment, and shipping. Responsible for budgeting, customer service, facility and equipment and operations. Administers overall inventory management, productivity, accuracy, and loss prevention programs to ensure that customer requirements are met.

Duties:

- Coordinates inbound and/or outbound activities
- Implements safety, security, housekeeping, and sanitation programs
- Responsible for accurate inventory and productivity levels
- Hires, supervises, schedules, and trains personnel
- May manage documentation and flow of imported goods through bonded warehouses

Skills:

Broad knowledge of material handling, warehouse operations and transportation systems required; knowledge of the Occupational Safety and Health Administration (OSHA) safety rules required; skills with an emphasis on communication (training, team building, negotiation skills, interdepartmental interaction), leadership and supervision (motivation, directing) and management (planning, budgeting, projecting revenues, analyzing accounts); computer proficiency.

Customer Service Manager

Description: Plans and directs activities of customer service teams to meet the needs of customers and support company operations. Develops procedures, establishes standards, and administers activities to assure accurate order entry, efficient shipment tracking, and timely delivery of products to customers. Also responsible for effective response to customer requests, problems, and special needs. Works closely with marketing and sales, Logistics, and transportation departments to reduce order cycle times and improve fill rates while controlling the cost of serving customers.

Duties:

- Directs and controls receipt of orders and their release to warehouse
- Establishes and monitors customer service performance standards
- Develops and maintains order management plans for key customers

- Manages promotional campaigns, return goods, and service programs
- Develops processes to identify customer problems and resolve them quickly

Skills:

Excellent interpersonal skills—persuasive, empathetic, able to handle conflict and pressure; product knowledge; problem solving skills; creative; sense of urgency; attention to detail; strong communication skills; ability to manage people.

Inventory Manager

Description: Develops and implements plans to optimize inventory cost and customer service goals at the plant, distribution center, and/or retail levels. Responsible for forecasting needs, analyzing movement patterns, product deployment, performance reporting, and resolving accuracy discrepancies. Works with purchasing and Logistics managers to establish optimal order quantities, inventory targets, and turnover objectives.

Duties:

- Manages inventory quality and accuracy assurance program
- Defines requirements for and develops, implements, and/or monitors inventory management system
- Coordinates physical inventory process and cycle counts
- Monitors inventory flow through system
- Develops stock location and order picking strategies to optimize work flow, space utilization, and labor productivity in distribution facilities

Skills:

Extensive knowledge of inventory models, forecasting methods, and inventory control procedures; database management skills; spreadsheet analysis skills; understand DRP concepts; problem solving capabilities; understand Logistics operations and inventory flows; understand inventory/accounting relationships; ability to prioritize needs.

Logistics Manager

Description: Oversees a variety of Logistics functions which include warehouse and distribution operations, forecasting, planning, Logistics systems, customer service, and purchasing. Manages Logistics personnel. Directs daily operations. Coordinates third party relationships with Logistics suppliers and other members of the supply chain.

Duties:

- Directs personnel in performing day-to-day Logistics operations
- Oversees teams that analyze strategic and tactical processes and costs
- Negotiates with suppliers, partners, and customers for services
- Manages order fulfillment process from order taking through delivery
- Ensures continuous process improvement and high quality services

Skills:

Leadership and teamwork skills; strong written and verbal skills; technical skills including computers, quality programs, and Logistics metrics; analytical/cost skills; negotiation skills.

Supply Chain Manager

Description: Reviews existing procedures and examines opportunities to streamline production, purchasing, warehousing, distribution, and financial forecasting to meet product distribution needs. Directs activities to limit costs, improve accuracy, customer service, and safety. Makes decisions regarding the movement, storage and processing of inventory.

Duties:

- Develops customized strategies providing high customer service levels and reduced cost
- Responsible for the physical custody and overall safeguarding of the inventory
- Responsible for the efficient flow of product from supplier to customers
- Provides information, analysis, and recommendations on overall operations

Skills:

Broad knowledge of the supply chain: inventory management, distribution center operations, transportation, and supplier operations; expertise in facility layout, cost control, cost/benefit analysis, productivity improvement, and work simplification; strong leadership and people management skills; computer literacy required, systems development knowledge desired; background needed in problem-solving, analysis, Logistics strategy, or organizational planning; and presentation skills.

Transportation Manager

Description: Directs the effectiveness of private, third party and contract carriage systems. Manages staff and operations to assure timely and cost efficient transportation of all incoming and outgoing shipments. Plans and assures adequate equipment for storage, loading, and delivery of goods. Responsible for scheduling, routing, budget administration, freight bill presentation, and contract negotiations. Works with international carriers and freight forwarders to streamline the flow of goods across international borders and through customs.

Duties:

- Ensures that operations are conducted safely and within the law
- Manages fleet and drivers
- Solicits, evaluates, and analyzes contractual bids
- Negotiates and administers dedicated carrier agreements
- Budgets and controls expenses
- Determines economical traffic patterns and specifies routes

Skills:

Working knowledge of carrier operation, shipment routing, and distribution methods; experience in industrial transportation operation, consolidator systems and techniques; must have understanding of the complexities of legislation: Department of Transportation (DOT), state, federal and Interstate Commerce Commission (ICC) regulations; ability to formulate and implement contracts; expected to understand costing, performance measurement and inventory control; ability to work under pressure; strong management and computer skills.

Appendix C: Existing Training Programs

Community College Programs

- Chaffey College
Contact: Vanessa Thomas, Instructor
E-mail: Vanessa.Thomas@Chaffey.edu
Phone: (909) 477-8567
Certificate and Associate Degree with a concentration in Logistics Management.
- Riverside Community College:
Contact: Rex Beck, Instructor
E-mail: rex.beck@rcc.edu
Phone: (951) 372-7068
Website: <http://academic.rcc.edu/Logisticsmanagement/>
Offers certificates in Logistics Management, or in Business Administration with Logistics Management Concentration; Associate Degrees in Logistics Management, or in Business Administration with Logistics Management concentration.

University Programs

- California State University Fullerton
Supply Chain Certificate Programs in Supply Chain Management and Management of Industrial Distributors
<http://www.csufextension.org/Classes/Certificate/>
- California State University Northridge, Extended Learning
Certificate in Logistics Management
http://www.csun.edu/exl/spring/logs_prgm.html
Certificate in Purchasing and Supply Management
http://www.csun.edu/exl/program/01certificate/supp_prgm.htm
- University of Southern California, Marshall School of Business
Various undergraduate courses with majors in Operations Management and Information Technology
<http://www.usc.edu/>
- California State University San Bernardino
B.A. Concentration in Transportation and Logistics, 6 courses, 24 units.
Certificate in Logistics through the College of Extended Learning:
<http://cel.csusb.edu/certificate-programs/Logistics.html>
- University of California, Riverside
Certificate in Logistics:
<http://www.ucrextension.net/certificates/Logistics-management.html>

Supply Chain Management Certificate:

http://www.ucextension.net/certificates/supply_chain.html

- California State University Long Beach

Center for International Trade and Transportation (<http://www.uces.csulb.edu/CITT>) offers:

- Master of Arts in Global Logistics on campus or online:
<http://www.uces.csulb.edu/CITT/GeneralInfo.aspx?vMID=54>
- Global Logistics Specialist Program (*certificate*) on campus or online:
<http://www.uces.csulb.edu/CITT/GeneralInfo.aspx?vMID=53>
- Certified Logistics Employee Certificate to prepare students for entry-level positions in international trade and Logistics industry:
<http://www.uces.csulb.edu/CITT/GeneralInfo.aspx?vMID=166>

- University of LaVerne

Supply Chain Concentration within the MBA program

http://www.ulv.edu/catalog/programs/sbqs_g/mba2.shtml

- California State University Dominguez Hills, Dominguez Online (*internet based certificate programs*)

Production and Inventory Control Certificate (PIX) and Purchasing Certificate (PRX)

**Appendix D: Employers Survey by
Highpoint Management Group**

**Survey of the Distribution Industry's
Hiring Needs for Supervisory Personnel in LA County**

December 2005

Conducted for the

**California Community College's
Center of Excellence
Hosted by Mt. San Antonio College**



By:

**Highpoint Management Group
1154 Emerson Street
Upland, CA 91784
909/920-4449**



Survey of the Distribution Industry's Hiring Needs for Supervisory Personnel in LA County December 2005

Executive Summary

During the month of December 2005, ten companies in the Distribution/Logistics industry located in Los Angeles county participated in a survey conducted on behalf of the California Community Colleges' Centers of Excellence hosted by Mt. San Antonio College. Participants were asked to answer a short, ten question survey concerning their hiring needs for qualified supervisory personnel.

The size of the participants' companies ranged from ten employees to 3,000 (Chart 1). Of the ten companies surveyed, eight anticipated growing next year. Half of the respondents reported they encountered difficulty in filling supervisory level positions. Interestingly, half reported they had no problems. Most of the respondents indicated they required prior supervisory experience as hiring criteria which many applicants lacked (Chart 2).

Participants were asked if they thought there was an opportunity for community colleges to bridge this gap. Nine companies, even the four who didn't have difficulty finding supervisors, responded "yes" to this question. Respondents were asked to review a list of ten potential courses the community colleges could offer and to indicate if they thought these courses should or should not be offered. The courses leading the list included a cross section of general management "soft" skills courses as well as Distribution-industry specific ones (Chart 3).

Participants were then asked if they would hire someone with an *Associates Degree* in Business Administration with a concentration in Logistics or only consider applicants with Bachelor or Master degrees. All ten respondents stated they would hire applicants with Associates Degree in Business Administration with a concentration in Logistics.

Half of the respondents indicated they thought there was a need for short term, i.e., day long training courses and provided suggested topics for courses (Chart 4).

Four of the respondents said they would be willing to serve on a Distribution Advisory Committee. One person said that even though she lived in Orange County, she would be willing to serve since the topic was of particular interest to her (Chart 5).

Conclusion: With the anticipated growth within the Distribution Industry and based on respondents answers, it's apparent there is ample opportunity for the California Community Colleges to bridge the skills gap for people who want to prepare themselves for supervisory level jobs in the Distribution Industry. And as importantly, if this skills gap is bridged, companies have indicated their willingness to hire applicants with Associates Degrees Business Administration with a concentration in Logistics.

Survey of the Distribution Industry's Hiring Needs for Supervisory Personnel in LA County December 2005

Background

Between December 12 and 23, 2005, ten companies in the Distribution/Logistic industry located in Los Angeles county participated in a survey conducted on behalf of the California Community Colleges' Centers of Excellence hosted by Mt. San Antonio College. The purpose of this survey was to gain a better understanding of the Distribution industry's needs for qualified employees for mid-level jobs -- supervisor -- and above.

Methodology

Prior to conducting the actual survey, a one page, ten question survey was developed and then approved by the California Community College's Center for Excellence at Mt. San Antonio College (see page 37). This survey was easily faxed or emailed to potential respondents.

In order to obtain data from these ten companies, telephone calls were made to approximately 25 companies requesting their participation. Due to the timing of the survey (near the Holidays; end of the year for many companies; and a lay off for one company), six companies expressed their regret that they could not help until after Christmas.

Four of the surveys were conducted in person. Again, due to the timing, six respondents requested that the survey be faxed or emailed to them. In turn, they faxed their responses back. Follow up phone calls were made to six of these companies; two companies were unavailable for follow up, but their faxed surveyed contained sufficient information.

Results of Survey

The first section of the survey focused on obtaining demographic information on the surveyed companies and on their general hiring needs.

Ten companies participated in the survey and included:

- Airgas Safety
- California Community News
- CandyWarehouse.com, Inc.
- Charles P. Crow
- Golden State Foods
- Jacmar Foodservice Distribution
- Mattel, Inc.
- Medical Specialties Distributors
- Price Transfer Inc.
- Vons

As to be expected, we received the highest number of surveys from two cities known to be the home of distribution centers in Los Angeles County.

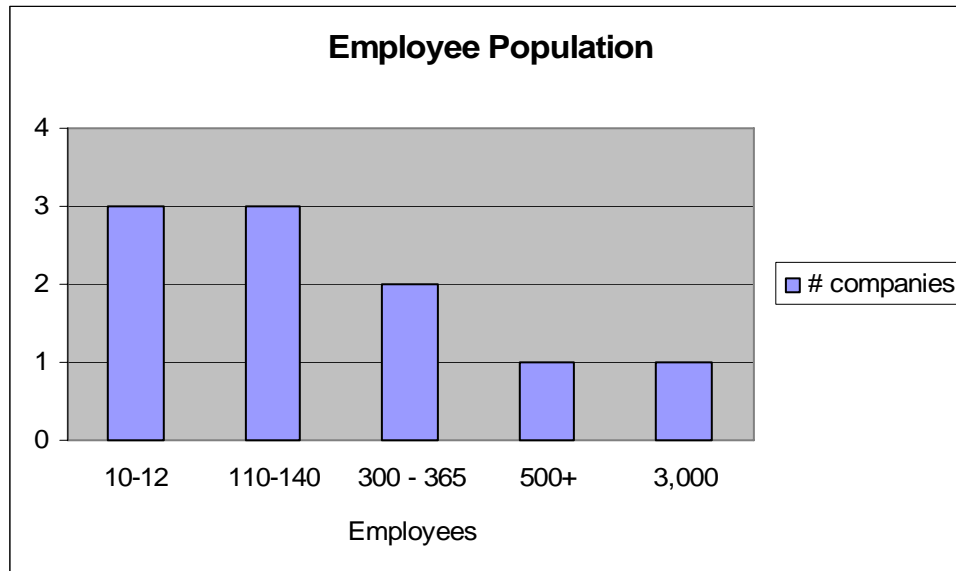
Cities in which respondents are located:

Irwindale - 4	Long Beach - 1
City of Industry - 3	Whittier - 1
El Monte - 1	

Survey of the Distribution Industry's Hiring Needs for Supervisory Personnel in LA County December 2005

As the following chart shows, there is a considerable range in the employee populations in these companies with a low of ten to a high of 3,000.

Chart 1



Anticipated growth and hiring needs

Of the ten companies surveyed, eight anticipated growing next year. One responded they were downsizing and the other, remaining the same with some selective hiring. There was a strong correlation between growth and planned hiring for next year with all of the companies who reported anticipated growth expecting increased hiring.

Next, respondents were asked for the number of people they planned to hire. Here again, there was quite a range in responses with one company alone reporting they expected to hire 600 employees next year. However, more than three quarters (78%) of those companies hiring anticipate hiring 1-20 employees.

No. of Hires	No. of Companies
1-10	5
10-20	2
50	1
600	1

A follow up question to the above one asked which positions companies expected to fill. While the typical new hires are warehouse workers, order selectors, drivers, others include secretary, bookkeeper, sales representatives, and warehouse manager.

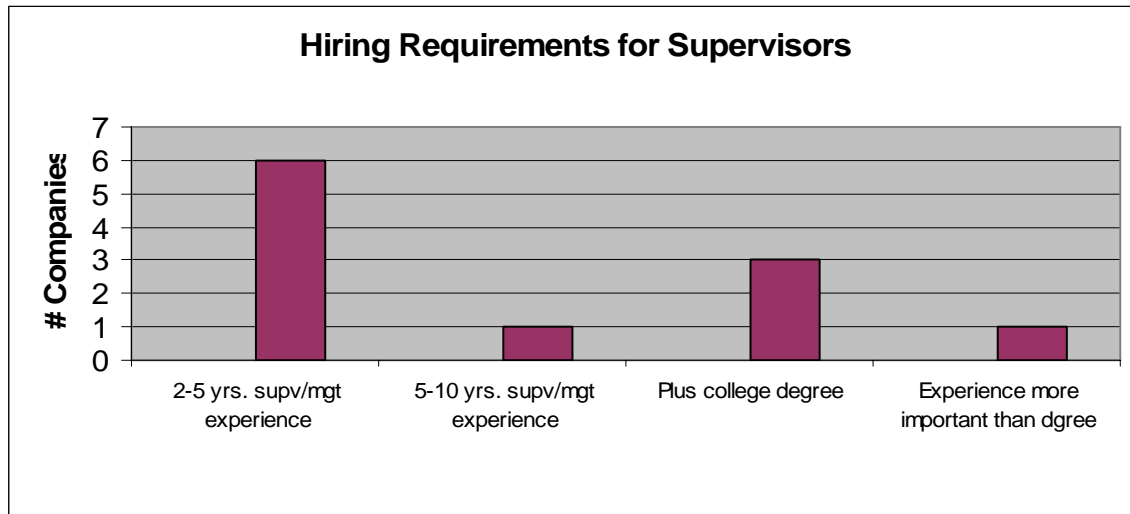
Survey of the Distribution Industry's Hiring Needs for Supervisory Personnel in LA County December 2005

The next section of the survey focused specifically on asking questions about the companies' needs for mid-management (supervisory) personnel and how the community colleges could help bridge any gaps.

Q. 1. What are the requirements for mid-management (supervisory) jobs in your company?

The chart below shows that six companies require 2-5 years previous experience in supervisory or management position. Of these companies, three reported they required a college degree. One company reported distribution experience was more important than a college degree.

Chart 2



Q. 2 Do you have difficulty finding qualified applicants to fill these jobs?

Regardless of their size, the companies who encounter difficulty filling their supervisory level jobs cited similar reasons qualifications applicants' lack, i.e., lack of prior supervisory or management experience and lack of experience in respective industry. The answers to this question split 50-50 with half reporting no difficulty and half experiencing difficulty.

Q. 3. If yes, what qualifications do they (applicants) generally lack?

- 3 - prior supervisory experience
- 1 - managerial experience and knowledge of union contracts
- 1 - written communication skills
- 1 - organizational skills and work ethic

Q. 4. Do you think there is an opportunity for community colleges to bridge this gap?

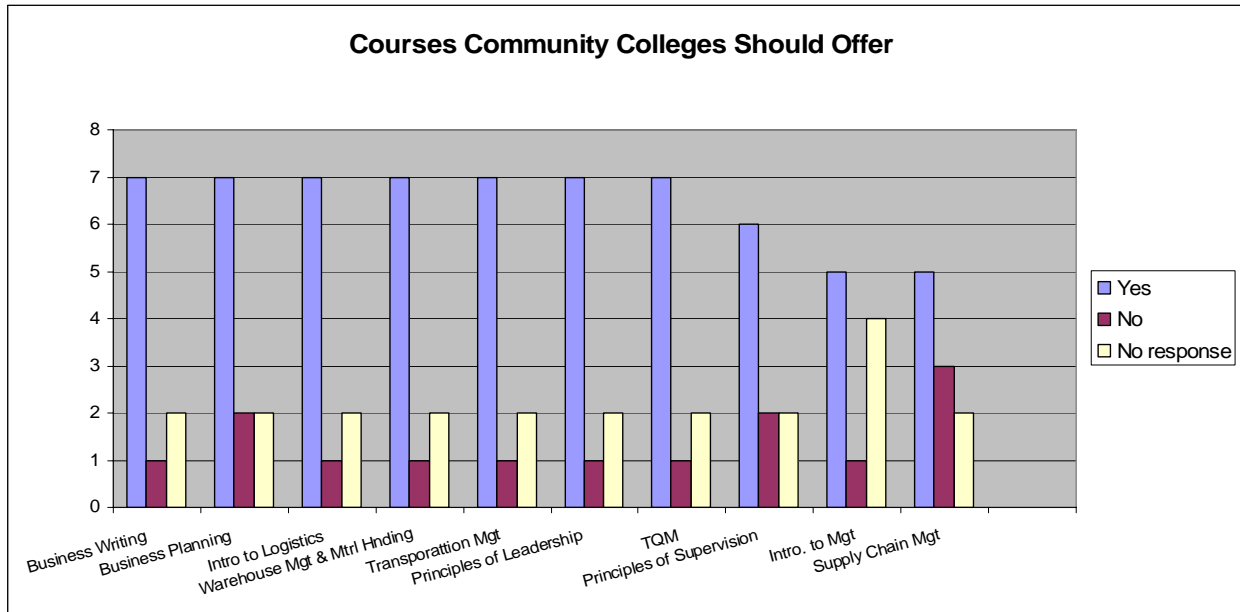
Nine companies responded "yes" to this question.

Survey of the Distribution Industry's Hiring Needs for Supervisory Personnel in LA County December 2005

Q. 5 If yes, which of the following courses do you think should be offered?

Respondents were asked to review a list of ten potential courses the community colleges could offer and to indicate if they thought these courses should or should not be offered.

Chart 3



Q. 6. A). Would you hire someone with an *Associates Degree* in Business Administration with a concentration in Logistics or B) would you only be interested in applicants with Bachelor or Master degrees?

All ten respondents stated they would hire applicants with *Associates Degree* in Business Administration with a concentration in Logistics. One respondent provided an extra caveat they would need the minimum number of years experience their company requires.

Q. 7 Does your company have a formal career path for promotions?

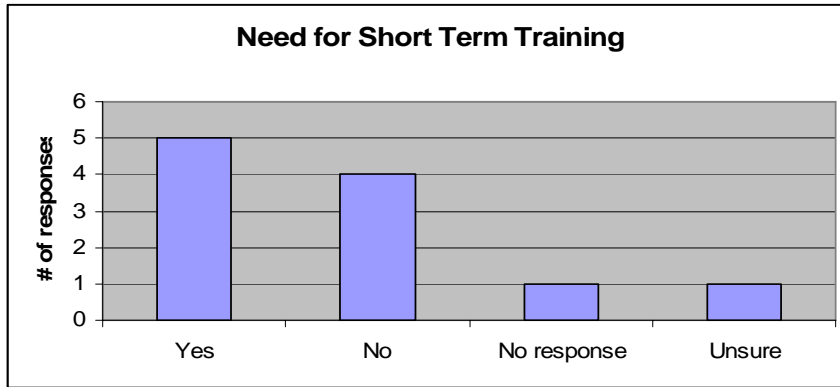
Five (50%) of the companies responded they have formal career path; 4 (40%) reported none and one company did not respond to the question.

Q. 8 Do you think there is a need for short-term, i.e., day long, training classes?

Half of the survey respondents reported a need for short term training and provided suggestions for topics for workshops.

**Survey of the Distribution Industry's
Hiring Needs for Supervisory Personnel in LA County
December 2005**

Chart 4

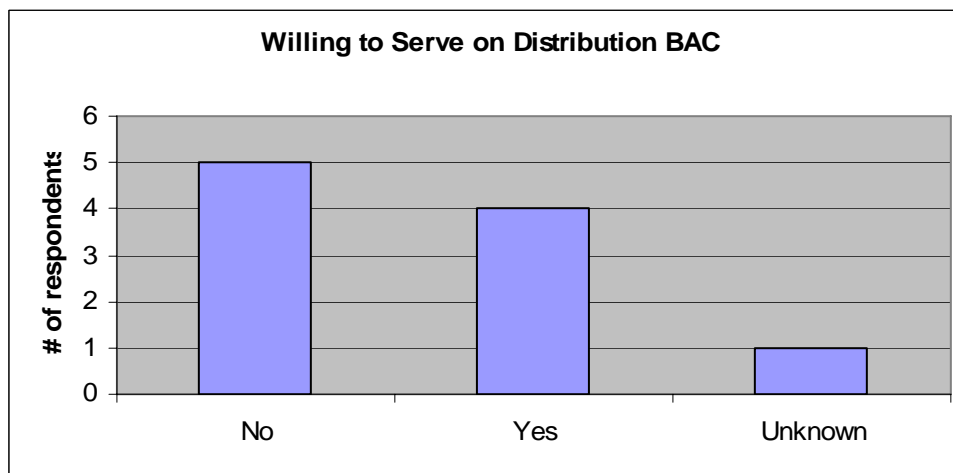


Suggested Topics for Training workshops

- Customer Service Skills
- Supervision
- Understanding job description
- Writing Skills
- Forklift and pallet jack training
- Logistics/Lean Manufacturing
- Organization skills
- Literacy Skills
- Management Leadership
- Thinking differently
- Time management
- Team Building
- Safety

Q. 10 Would you be willing to serve on a Distribution Industry Business Advisory Committee?

Chart 5



Respondents who indicated their willingness to serve on a Distribution Industry Business Advisory Committee are indicated on Addendum B with an asterisk.

Survey of the Distribution Industry's Hiring Needs for Supervisory Personnel in LA County December 2005

Questionnaire



This survey is being conducted on behalf of Mt. San Antonio College for the California Community Colleges' Centers of Excellence. Our purpose is to gain a better understanding of the Distribution industry's needs for qualified employees for mid-level jobs--supervisor and above. Thank you for your participation.

Company: _____

Address: _____

Contact Name _____ Title _____

Number of employees _____ Does your company anticipate growth? Yes No

If yes, is company planning on hiring in next year? Yes No

If yes, how many people? _____ For which positions? _____

What is the salary range for these positions? _____

1. What are the requirements for *mid-management* (supervisory level) jobs in your company? _____

2. Do you have difficulty finding qualified applicants to fill these jobs? Yes No

3. If yes, what qualifications do they generally lack? _____

4. Do you think there is an opportunity for the community colleges to bridge this skills gap? Yes No

5. If yes, which of the following courses do you think should be offered?

Business Writing Yes No

Business Planning Yes No

Introduction to Management Yes No

Introduction to Logistics Yes No

Warehouse Management and Material Handling Yes No

Supply Chain Management Yes No

Transportation Management Yes No

Principles of Supervision Yes No

Principles of Leadership Yes No

Total Quality Management Yes No

6. A) Would you hire someone with an *Associates Degree* in Business Administration with a concentration in Logistics Yes No or B) Would you only be interested in applicants with Bachelor or Master degrees?
 Only Bachelor or Master degrees

7. Does your company have a formal career path for promotions? Yes No If yes, please describe:

8. Do you think there is a need for short-term, i.e., daylong, training classes? Yes No

9. If yes, for which topics? _____

10. Would you be willing to serve on a Distribution Industry Business Advisory Committee?
 Yes No