

Purchasing Management Association of Canada

THE ACCREDITATION HANDBOOK
Strategic Supply Chain Management Leadership Program



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

C.P.P.[®]
CERTIFIED
PROFESSIONAL
PURCHASER

Professionals in Supply Chain Management

Enhanced. Exceptional.

THE PURCHASING MANAGEMENT ASSOCIATION OF CANADA

The Purchasing Management Association of Canada (PMAC) is the leading professional association in the country for supply chain management professionals. With more than 40,000 members and program participants working in all sectors of the economy, PMAC is the principal source of supply chain training, education and professional development in Canada.

Education and member development programs are delivered through the Provincial and Territorial Institutes, supported by the PMAC National office. The highest achievement in professional supply chain management education in Canada is the Certified Professional Purchaser (C.P.P.) designation.

OUR VISION

The vision of the Purchasing Management Association of Canada is to be the recognized leader in the development and advancement of world-class strategic supply chain management.

OUR MISSION

The Purchasing Management Association of Canada is dedicated to serving the needs of the strategic supply chain management practitioner and enterprises by advancing the strategic value of supply chain management through Continuous Learning, Standards of Practice, Advocacy and Promotion, Research, Partnerships and Networking.

THE CERTIFIED PROFESSIONAL PURCHASER (C.P.P.)

The C.P.P. designation is the most sought-after achievement in supply chain management (SCM) in Canada – setting the national standard for excellence in the profession. A comprehensive accreditation program certifies that the C.P.P.-holder has attained the highest level of competency. Adherence to a Code of Ethics ensures the highest level of integrity. And a requirement for continuous professional learning and development signifies the highest level of current knowledge.

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

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

WHY BECOME A C.P.P.

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

Advancement: When hiring for positions in supply chain management, employers are increasingly asking for the C.P.P. or enrolment in the C.P.P. program.

Earning Power: Those with the C.P.P. earn 30% more annually than their counterparts without the designation: PMAC/Purchasing b2b/MM&D Salary Survey.

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

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



IS THE C.P.P. RIGHT FOR YOU?

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

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

C.P.P. ACCREDITATION

Called the Strategic Supply Chain Management Leadership Program (SSCMLP), the program leading to C.P.P. accreditation has been redesigned and enhanced. The program shifts the focus from purchasing to strategic supply chain management in order to meet the evolving needs of the marketplace. It is the most comprehensive program available.

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

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

PROGRAM VISION AND OBJECTIVES

Program Vision

The holder of the C.P.P. professional credential will be recognized as the strategic supply chain management professional who provides innovative strategic leadership to enterprises to achieve strategic competitiveness and a sustained competitive advantage.

Program Objectives

- To develop a professional product (the C.P.P.) with the knowledge, skills and attributes relevant to the needs and expectations of the marketplace.
- To develop a professional product (the C.P.P.) with a unique and distinctive competence to differentiate the C.P.P. from others practising in the field of supply chain management.
- To build a critical mass of quality supply chain management professionals capable of surpassing customer expectations, and demonstrating throughout their careers, the competencies of strategic supply chain management professionals.

MEETING THE NEEDS OF EMPLOYERS

The Strategic Supply Chain Management Leadership Program was developed to answer employer demands for supply chain specialists who are also strategic business managers. The marketplace is changing and new skill sets are being demanded of today's supply chain professionals. Employers are seeking an exceptional standard of supply chain leadership to bring added value to their organizations. Specifically, the SCM professional is expected to:

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

Earning and maintaining the C.P.P. will equip you to meet and exceed these elevated expectations.

PROGRAM AT-A-GLANCE

The Strategic Supply Chain Management Leadership Program

To earn the C.P.P., candidates must successfully complete the following:

- **8 Modules** – Cover the core areas of strategic supply chain management knowledge.
 - Supply Chain Management
 - Procurement and Supply Management
 - Logistics and Transportation
 - Operations and Process Management
 - Knowledge Management
 - Global Sourcing
 - Supply Chain Management for the Public Sector
 - Supply Chain Management for Services, Capital Goods and Major Projects

- **6 Interactive Workshops** – Address higher-level business skills.
 - Leadership and Professionalism
 - Negotiation Skills
 - Communication and Relational Skills
 - Competitive Bidding, Contract Preparation and Contract Management
 - International Business and Multicultural Skills
 - Ethical Behaviour and Social Responsibility

- **In-Residence Week** – Reinforces and integrates knowledge gained during modules and workshops, and hones management and leadership skills.

- **Final Examination** – Tests knowledge acquired throughout the program and practical experience.

- **Practical Experience Requirement** – A minimum of three years of progressive experience in any aspect of supply chain management.



WHAT IS SUPPLY CHAIN MANAGEMENT

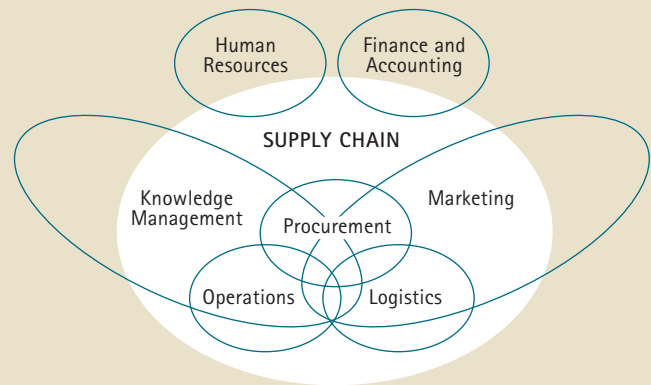
PMAC defines supply chain management as:

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

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

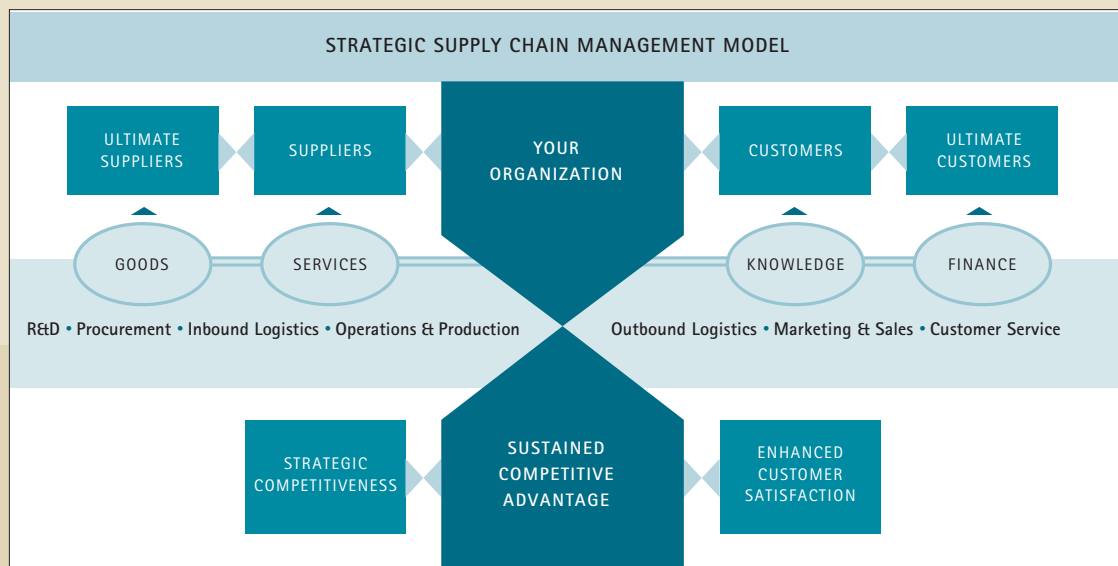
Knowledge Areas

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



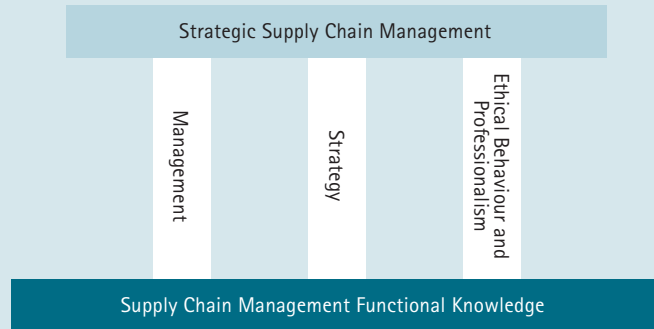
The Integrated Value Chain

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



Field of Practice: The "Three Pillars"

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



Application Areas

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

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

The Strategic Supply Chain Management Leadership Program is built on this comprehensive, strategic view of the field of supply chain management.

PROGRAM FEATURES

Characterized by a number of unique and distinctive features, the Strategic Supply Chain Management Leadership Program is unlike anything else being offered in North America today.

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

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

Balanced and Comprehensive. The program offers a balance of core supply chain knowledge through its modules, and high-level business and general management skills through its interactive workshops. It is the most comprehensive program available in supply chain management.

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

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

Current and Timely. Readings are comprised of current literature, not only textbooks. They are drawn from academic journals, professional and business magazines and industry publications. The entire program is reviewed and updated on a continuous basis.

Distinguished Instructors. Business professors as well as senior supply chain management professionals instruct modules and facilitate workshops to provide a well-rounded learning experience.

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



PROGRAM DELIVERY

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

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

Modules are also available by correspondence in a print-based self-study format. Self-study modules are coupled with an online discussion board and Internet resources.

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

Intake

Please consult your PMAC Provincial or Territorial Institute for information on when and where new intakes into the Strategic Supply Chain Management Leadership Program will occur.

Language

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

Length

The program is designed to be completed over 36 months, concurrent with full-time employment. Additional time will be allowed for individuals who have to disrupt their studies for personal or employment reasons.

Cost

Contact your PMAC Institute for information on the cost of the Strategic Supply Chain Management Leadership Program.



ADMISSION REQUIREMENT

Prerequisite Business Management Knowledge

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

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

Individuals who have successfully completed a business degree program at a Canadian university, or a business degree or diploma program at a Canadian college or technical institute will be deemed to have met the admission requirement. Alternatively, prospective candidates will be required to complete a minimum of six and a maximum of 10 courses at a post-secondary institution in the following business management knowledge areas:

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

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

Prerequisite Documentation

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

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

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

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

Advanced Standing

As a professional accreditation program, the Strategic Supply Chain Management Leadership Program is unique in its design, structure and content. However, some prospective candidates will have acquired similar knowledge in a full-time Canadian post-secondary degree program or equivalent foreign program. Such individuals may be exempt from select modules and workshops; some elements of the accreditation program will remain mandatory.

To safeguard the integrity of the professional designation, advanced standing will be granted on a "program-only" basis. Prior learning must have been acquired through a post-secondary degree program accredited by PMAC. Courses taken outside of accredited programs will not be evaluated.

Contact your PMAC Institute for a list of accredited programs and possible exemptions.

EVALUATION

Success in achieving the C.P.P. designation will be based on grades attained through each module, interactive workshop, In-Residence Week as well as the Final Examination. Evaluation is progressive with all learning contributing to the program mark.

A mark of 60% in total across the following requirements is necessary for successful completion of the program:

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

Individual requirement evaluation is based on the following:

Modules

Combination of individual and group exercises, class discussions, written case reports and a module-ending examination.

Interactive Workshops

Submission of a case analysis or project assignment.

In-Residence Week

Submission of a case analysis or project assignment.

Final Examination

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

Candidate performance will be monitored throughout the program and progress reports will be issued in January and June of each year.

Passing Grades

PROGRAM REQUIREMENT	MARK ACHIEVED	RESULT FOR CANDIDATE
Module or interactive workshop	Less than 60% but more than 50%	Will receive a letter of caution.
Module or interactive workshop	Less than 50%	Will be required to complete an additional assignment (case analysis or project assignment).
In-Residence Week	Less than 50%	Will be required to complete an additional assignment (case analysis or project assignment).
Final Examination	Regardless of the overall pass mark of 60%, candidates are required to achieve a mark of 50%	Will be required to rewrite the Final Examination at a subsequent offering.

SCHEDULE

YEAR 1

SEMESTER 1 SEPTEMBER TO DECEMBER

Title

M-13 Supply Chain Management

IW-2 Leadership and Professionalism

SEMESTER 2 JANUARY TO JUNE

Title

M-13 Procurement and Supply Management

IW-2x2 Negotiation Skills

YEAR 2

SEMESTER 1 SEPTEMBER TO DECEMBER

Title

M-13 Logistics and Transportation

IW-3 Communication and Relational Skills

SEMESTER 2 JANUARY TO JUNE

Title

M-13 Operations and Process Management

M-7 Knowledge Management

YEAR 3

SEMESTER 1 SEPTEMBER TO DECEMBER

Title

IW-2 Competitive Bidding, Contract Preparation and Contract Management

M-7 Global Sourcing

IW-2 International Business and Multicultural Skills

SEMESTER 2 JANUARY TO JUNE

Title

M-7 Supply Chain Management for the Public Sector

M-7 Supply Chain Management for Services, Capital Goods and Major Projects

IW-3 Ethical Behaviour and Social Responsibility

MAY/JUNE

In-Residence Week

Final Examination

M = Module
13 = 13-Week Session
7 = 7-Week Session

IW = Interactive Workshop
2 = 2 Days
3 = 3 Days

*This schedule is for a September program intake.
The In-Residence Week and Final Examination
remain fixed with an annual offering in May/June.*

MODULES

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

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

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

13-Week Sessions

Supply Chain Management

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

Procurement and Supply Management

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

Logistics and Transportation

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

Operations and Process Management

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

7-Week Sessions

Knowledge Management

For the supply chain professional, knowledge management involves the ability to make recommendations and decisions about sharing information, disseminating knowledge and using information technology. This module takes you through the knowledge management process: Data is transformed into information, which is used to create knowledge. Knowledge, in turn, guides action, leading to results. You will learn about key IT applications in knowledge management, including data warehousing, ERP and purchasing operation systems (POS). Recent developments in information security such as encryption, firewalls and spyware, in addition to confidentiality agreements, are also covered.

Global Sourcing

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

Supply Chain Management for the Public Sector

The unique characteristics of procurement in the public sector are explored. This module examines a variety of public sector settings, including Public Works and Government Services Canada, military procurement and logistics, Crown Corporations and Provincial and Municipal government purchasing. You will learn how purchasing consortias work, as well as how to undertake a competitive bidding process. Ethical issues in public sector procurement are also examined.

Supply Chain Management for Services, Capital Goods and Major Projects

Service sector supply chains can differ significantly from those that have a product focus. This module looks at managing demand and capacity, and services spend analysis with a view to crafting or enhancing a services purchasing strategy. This includes an examination of the complex issues in developing and maintaining a Statement of Work (SOW) and a Service Level Agreement (SLA). The module also places a special focus on the differentiating factors involved with investing in capital goods and undertaking procurement for major projects.

INTERACTIVE WORKSHOPS

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

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

There are six interactive workshops. Each is either two or three days in length.

Leadership and Professionalism (2 days)

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

Negotiation Skills (2 x 2 days)

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

Communication and Relational Skills (3 days)

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

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

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

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

International Business and Multicultural Skills (2 days)

Increasingly, business is being conducted around the world as supply chains expand their reach. To be an effective supply chain manager today requires the ability to function in a global and multicultural context. This workshop readies participants to work successfully across cultures and build relationships with supply chain partners in other countries. The workshop addresses cultural issues and business etiquette, including practical considerations such as customs, taboos, language and translation. You learn how to operate in a global environment through examining a range of political, legal, ethical and security issues. There is a special focus on doing business in China and India.

Ethical Behaviour and Social Responsibility (3 days)

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

For complete module and interactive workshop outlines, consult your Provincial or Territorial Institute web site or the National site at www.pmac.ca.

IN-RESIDENCE WEEK

The In-Residence Week is an intensive one-week session that allows C.P.P. candidates to synthesize and apply knowledge gained throughout the accreditation program. Participants examine issues at the highest strategic level in supply chain management.

Candidates will integrate their functional knowledge of supply chain management with the competencies of leadership, professionalism and ethical behaviour. Group case study work gives participants an opportunity to develop their analytical, problem-solving, teamwork and communication skills.

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

In addition to rigorous work and study periods, the In-Residence Week also gives participants a chance to engage with colleagues. Through social gatherings and outings, candidates establish valuable connections with peers and benefit from a comprehensive learning experience.

FINAL EXAMINATION

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

The examination tests the candidate's ability to apply knowledge gained in all the modules and interactive workshops, as well as skills acquired through practical experience.

The format of the examination will consist of two parts, written on separate days. Part 1 will be short case questions. Part 2 will be a full case analysis, written two days after Part 1. At the end of writing Part 1, candidates will be provided with a background paper on the case for Part 2. This will allow candidates to develop an understanding of the situation they will be analyzing, and can spend their exam time preparing their response rather than reading background material. The nature of the required response to the case is provided at the examination centre at the commencement of Part 2.

PRACTICAL EXPERIENCE REQUIREMENT

Candidates will be required to have at least three years of practical experience in supply chain management in order to obtain their C.P.P. This experience can be in any aspect of the field of practice, including core and supporting areas, but must be full-time and demonstrate progressive levels of competence through applied knowledge acquired while pursuing C.P.P. accreditation.

This growth in competence will be demonstrated by the successful performance of work activities and job functions that advance incrementally in both scope and responsibility. Career progression or advancement may typically be achieved through lateral/horizontal or vertical movement within the same organization or across multiple enterprises.

Lateral/horizontal movement: Candidate moves within the same functional level but has the opportunity to assume responsibilities in increasingly greater strategic orientation, accountability or decision-making, such as budgeting or staffing.

Vertical movement: Candidate moves from one position or functional level to another, usually accompanied by a change in position title and greater responsibility.

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

Assessment and Verification

- Throughout the program, the candidate must record and report details of practical experience on an annual basis, or more frequently as may be necessitated by a change in position, employer or employment status.
- Prior to sitting for the C.P.P. Final Examination, candidates will be required to report details and submit supporting documentation of having completed at least three years of progressive practical experience.
- Examples of supporting documentation include employer reference letters, position descriptions, current resume or organizational charts.

Please refer to the PMAC Practical Experience Guide for further details.

ADMINISTRATIVE POLICIES AND PROCEDURES

Exit/Re-entry Considerations

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

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

Absences should not be greater than a 12-month period. An application for re-entry is required by the candidate prior to the commencement of a given module.

Inter-Institute Transfers

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

Access to the Program by Non-Accreditation Candidates

Components of the Strategic Supply Chain Management Leadership Program are offered on an "open-enrolment" basis to a limited number of non-accreditation candidates wishing to upgrade their knowledge and skills. Open-enrolment is available to the following groups:

1. Holders of the C.P.P. designation

C.P.P.s have access to all modules and interactive workshops to update their knowledge in select areas and earn C.P.P. maintenance credits. C.P.P.s may choose to participate on an audit basis and not complete assignments, tests or examinations. However, full participation is highly recommended to enhance the learning experience.

2. PMAC members who do not hold the C.P.P. designation

Members of the association who are neither C.P.P.s nor enrolled in the accreditation program have access to the first two modules and the first two interactive workshops on an audit or deferred accreditation basis.



GETTING STARTED ON YOUR C.P.P.

1. A PMAC Membership

To apply for enrolment in the Strategic Supply Chain Management Leadership Program, you must be a member of a PMAC Provincial or Territorial Institute. Membership can be taken at the same time as enrolment in the accreditation program.

2. Program Enrolment

Enrol in the Strategic Supply Chain Management Leadership Program.

3. Module and Interactive Workshop Registration

Register for the individual modules and interactive workshops for each semester.

Contact your PMAC Institute today. Residents of Newfoundland & Labrador and the Northwest Territories only, please contact the PMAC National office. See a complete listing of Institutes on the next page.

MAINTAINING THE C.P.P.

To continue to hold the C.P.P. designation, you must remain a PMAC member in good standing by meeting the following conditions:

1. Uphold the PMAC Code of Ethics
2. Participate in the C.P.P. Maintenance Program
3. Pay an annual membership fee to your Institute

PMAC Code of Ethics

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

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

See your Provincial or Territorial Institute web site or the National site at www.pmac.ca for the full PMAC Code of Ethics.

C.P.P. Maintenance Program

Ongoing professional development for C.P.P.s ensures a high level of competency, current knowledge and professionalism in the field of supply chain management.

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

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



PMAC PROVINCIAL AND TERRITORIAL INSTITUTES

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