



**University
of Windsor**

**The Employment Outlook for Future Graduates in the Proposed
Border Management and International Trade Certificate Program
and
Bachelor of Arts Border Management Program**

Student Success Centre

University of Windsor

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Executive Summary

The proposed Border Management and International Trade Certificate and subsequently the Bachelor of Arts in Border Management programs are based on the inter-global distribution of goods.

While it is impossible to explore every possible career path that may be undertaken by students graduating from these proposed programs, this report includes data regarding several potential areas of interest.

The sectors that best match these programs are primarily found in the sub-function areas of the supply chain sector, logistics and border management. These sectors are:

- Logistics
- Warehousing
- Transportation
- Inventory/Material Control
- Purchasing
- Marketing and Sales
- Border Management- customs and excise
- Custom Brokerage- importing/exporting of goods

In keeping with the established occupational standards of the Canadian Supply Chain Sector Council (CSCSC), Human Resources Skills Development Canada (HRSDC) and the National Occupational Classification (NOC) coding system, the following occupational roles were identified in this sector:

- NOC 0412 Government Manager
- NOC 0125 Customs Manager
- NOC 0713 Transportation Manager
- NOC 0114 Inventory Manager
- NOC 0113 Purchasing- Material Manager
- NOC 0132 Postal and Courier Manager
- NOC 0721 Facility Operations Manager
- NOC 0611 Sales and Marketing Manager

Since these occupations involve international trade, we can also look at the job possibilities and prospects in the United States. Using the same categories as the Canadian occupations, the following is a list of possible jobs in the United States that would be job possibilities according to the US Department of Labour, O*NET Occupational Classifications:

- 11-3071.03 Logistics Manager
- 13-1081.00 Logistician
- 13-1081.02 Logistical Analyst
- 11-2022.00 Sales Manager
- 11-2021.00 Marketing Managers
- 11-9199.04 Supply Chain Managers
- 11-9199.07 Security Manager
- 13-1199.03 Customs Broker/Manager
- 11-3701.02 Storage and Distribution Manager
- 11-3061.00 Purchasing Manager
- 19-3099.01 Transportation Planners
- 11-3071.01 Transportation, Storage and Distribution Managers
- 13-1022.00 Wholesale and Retail Buyers

A wide range of in-demand occupations have been identified. The proposed certificate program would allow those currently working in entry level positions in these sectors to obtain the education needed to qualify to obtain their CITP designation, a globally recognized credential. For students hoping to move into this career field, both the certificate and BA program would allow them to not only gain specialized training in these sectors, but also be eligible to obtain their CITP designation. This will benefit new graduates by increasing the recognition of their course of study by employers because of the close connection to the CITP designation.

CITP Training and Certification

The Forum for International Trade Training (FITT)

The Forum for International Trade Training (FITT) is a not-for-profit organization. The forum focuses on providing international business training, developing resource information and offers formalized, professional certification to individuals and businesses. In Canada, this certification is called the Certified International Trade Professional (CITP/FIBP) designation. FITT has become the standard of excellence for training for global trade professionals worldwide.

The CITP/FIBP Designation

The Certified International Trade Professional (CITP/FIBP) designation is the world's leading professional designation for the field of international business. This designation assists people in career advancement and with building their professional credibility.

For individuals whose role involves buying, selling, sourcing, manufacturing or investing in products or services beyond their borders, the CITP designation is a valuable designation. In fact, it would be a valuable credential to have for employment in any multi-faceted organization involved with the cross-border movement of goods. Sectors of the economy where this designation could be of benefit would include businesses whose activities involve international trade, such as importing/exporting, logistics, marketing, law or finance.

To qualify for the CITP designation, one must successfully complete a FITT skills program, or equivalency thereof, and have a minimum of one-year professional international business experience. Once certified, one must agree to adhere to the CITP Standards of Ethical Conduct by committing to ongoing professional development and paying annual Certified Membership dues.

Courses of study are in the following subject areas:

Global Business Environment	International Market Entry Strategies
International Marketing	International Trade Research
International Trade Finance	Legal Aspects of International Trade
Global Supply Chain Management	International Trade Management

Courses are available online through FITT or can be taken from approved training facilities, community colleges or universities.

FITT currently recognizes only 3 educational institutions that offer full-time studies in Supply Chain Logistics and Border Management and are only available internationally. They are:

1. Riga Technical University, Latvia - Institute for International Business and Customs
<http://www.rtu.lv/en/content/view/885/1112/lang,en/>
2. Charles Stuart University collaborating with University of Canberra, Australia. This program is the only existing program in the world.
http://www.csu.edu.au/courses/undergraduate/border_management/admission-requirements#.Uz8LUbePKUk
3. University of Costa Rica, Licentiate in Customs Administration and Foreign Trade (BA equivalent) Only limited information was available in English. <http://www.eap.ucr.ac.cr/>

Since these programs are offered internationally and require a command of a language other than English they would not be considered in direct competition with the certificate and degree program currently being developed in Border Management by this university.

In Ontario, courses recognized by FITT are available through the following community colleges as part of their existing International Trade or Business Administration programs or individually as part of their continuing education courses:

- Algonquin College
- Centennial College
- Conestoga College
- Fanshawe College
- George Brown College
- Georgian College
- Mohawk College
- Niagara College
- Seneca College
- Sheridan College
- St. Clair College

There are specific courses identified by FITT that qualify as a prerequisite for obtaining the CITP designation. Unlike the University of Windsor's proposed program, these courses focus on other areas of the inter-global distribution of goods. Elsewhere in Canada, FITT recognized courses are available at:

- Acsenda School of Management, BC
- Ashton, BC
- BCIT School of Business, BC
- Brighton College, BC
- Memorial University, NL
- Nova Scotia Community College, NS
- Cegep Marie-Victorin, PQ
- College LaSalle, PQ
- College O'Sullivan
- John Molson School of Business, PQ
- TAV College, PQ
- HEC Montreal

It should be noted that the courses available through the College education system are offered as part of an alternate degree/diploma and is unrelated to a program such as this one. The only university that has a degree similar the University of Windsor's Border Management program is the Supply Chain Management Major offered at the John Molson School of Business School at Concordia University.

In the United States, twenty universities offer studies in border management, supply chain management and logistics. Closer to the United States/Canada border, Michigan State, the University of Michigan and Western Michigan University offer programs involving supply chain management and logistics.

The University of Michigan has a Master Program in Supply Chain Management and Certificates in Supply Chain and Warehouse Management and Lean Supply Chain Management in Healthcare.

Michigan State University has a Department of Supply Chain Management. They offer a Bachelor program in Supply Chain Management, a Masters program in Supply Chain Management, a Doctoral program in Logistics and a Doctoral program in Operations and Sourcing Management.

Western Michigan University has an Integrated Supply Management, BBA degree program. None of these programs, although highly regarded in this sector, are affiliated with the FITT organization. Only the Western Michigan University states their affiliation with APICS which qualifies their graduates to obtain their CIPM (Certified in Production and Inventory Management), CSCP (Certified Supply Chain Professional) or CFPIM (Certified Fellow in Production and Inventory Management). In North America, these designations are highly recognized. FITT's CIPM designation is more global in recognition.

Based on the previously identified occupational information, the following occupations have been identified as providing a direct pathway to securing work with a CITP designation:

Career Pathway 1: Government Manager, NOC 0412

Government Managers in this unit group plan, organize, direct, control and evaluate economic policy, research and programs in areas of government activity such as taxation, international trade, labour markets, transportation or agriculture. They also plan and direct policies and programs to promote industrial and commercial business development in urban and rural areas. They are employed in government departments and agencies.

Example job titles include: border services manager, business development director – government services, chief, economic analysis – government services, customs manager- government services, director, economic policy analysis- government services, director, excise tax programs – government services director, farm products marketing – government services, economic development director – government services, energy market analysis director – government services, forest resource analysis chief – government services, international trade policy manager – government services, manager, grain market analysis – government services, revenue programs manager – government services, tax policy research manager – government services, taxation manager, trade development director

Government Managers in economic analysis and program administration perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the development of economic policy research projects and economic programs
- Participate in the development of departmental policies by providing advice to senior government managers
- Organize departmental unit and establish procedures to meet departmental objectives set by senior management
- Direct and advise economists and other professional staff who conduct economic research, prepare reports or administer programs in areas of government activity such as taxation, international trade, labour, transportation or agriculture
- Direct and advise economic development officers or other staff administering programs to promote industrial and commercial business investment in urban or rural areas
- Plan, administer and control research and administration budgets for projects, support services, equipment or supplies
- Organize and direct committees evaluating departmental or agency projects or programs
- Interview, hire and oversee training and professional development

According to the NOC 2011, employment requirements may include:

- A bachelor's degree in economics, business administration, commerce or public administration
- or
- A master's degree in economics or a related field Several years of experience as an economist, economic development officer or socio-economic researcher

Career Progression

According to NOC 2011, Progression to senior management positions is possible with experience. Prior to securing work as a government manager, other work experience can be obtained as a Customs and Excise Clerk NOC 1542, (NOC 2006-1441) or a Border Services Officer NOC 1228

Local Employment Potential Information

Windsor is a border city. The Ambassador Bridge and The Detroit-Windsor Tunnel are the two busiest border crossings in North America. The announcement of a new bridge further increases job prospects in the local labour market. News that will have a more immediate impact is the development of the cargo village at the Windsor Airport. The new Federal Express distribution hub will certainly increase the need for additional border services personnel.

Provincial Employment Outlook

No specific labour market data was found on a provincial level. The Canadian Supply Chain Sector Council has predicted an annual increase of approximately 2.3% in the global logistics market. This increase in market will have a direct impact on workers in this sector of the labour market

National Outlook and Labour Market Projections

This section provides labour demand and labour supply projections for this occupational over the 2008- 2020 period. Over 2008 -2010, employment in this occupation grew more quickly than average for all occupations. The unemployment rate dropped to 0.6% in 2010.

Over the 2011 – 2020 periods, it is anticipated that between 17,992 and 19,109 job seekers (arising from school leavers, immigration and mobility) are available to fill job openings. With the addition of retirement and emigration, it is expected that there will be a shortfall of available workers to fill the anticipated openings.

Further information regarding this pathway is found in Appendix A

Career Pathway 2: Customs Manager, NOC 0125

Managers in this unit group plan, organize, direct, control and evaluate the operations of establishments that provide services to business, and ensure the quality of those services and client satisfaction. They work in fields such as management consulting, market research, personnel and payroll services, contact centre services and security services.

Example job titles include: contact centre manager, energy asset joint venture manager, legal firm manager, professional services manager – business services and security service manager

Managers in this unit group perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the operations of establishments that provide services to business such as management consulting, market research, personnel and payroll services, contact centre services and security services
- Plan, develop and organize the policies and procedures of these establishments
- Develop action plans, provide expertise in response to client needs, and support and advise project teams
- Direct and advise staff in the development and implementation of service quality assessment strategies
- Plan, administer and control budgets for client projects, contracts, equipment and supplies
- Represent the company within various economic and social organizations
- Assist staff with administrative or technical problems
- Hire, train and supervise staff

According to the NOC 2011, employment requirements may include:

- A bachelor's degree or college diploma in a field related to the business service provided
- Several years of experience in a field related to the business service provided Licenses, certificates or registration may be required for some business services managers. For example, accounting firm managers usually require accounting certification
- University studies in business administration

Career Progression

Prior to securing work as a Customs Manager, other work experience can be obtained as a Customs Clerk, NOC 1213, Customs Supervisor, NOC 1212 or a Customs Broker, NOC 1315 (NOC 2006- 1236)

Local Employment Potential Information

There are 17 customs brokerage houses in the Windsor-Essex County. Since 2011, the CBSA has started to utilize the e-manifest systems. As a result, a number of logistics and trucking companies in addition to larger manufacturing facilities have in-house e-manifest departments. Since the Windsor-Essex County area has the two busiest North American crossings, and the addition of the cargo village at the Windsor Airport and a second bridge crossing in the development stage, the demand for this occupation is projected to be steady and growing.

Provincial Employment Outlook

No specific labour market data was found on a provincial level. The Canadian Supply Chain Sector Council has predicted an annual increase of approximately 2.3% in the global logistics market. This increase in market will have a direct impact on workers in this sector of the labour market.

National Outlook and Labour Market Projections

This section provides labour demand and labour supply projections for this occupational over the 2008- 2020 period.

Over the 2008-2010 period, this occupation experienced employment growth, although the unemployment rate increased slightly. According to key labour market indicators, the number of job seekers was sufficient to fill all job openings in this occupation.

For Administrative and Regulatory Occupations, over the 2011-2020 period, job openings (arising from expansion demand and replacement demand) are expected to total 204,093 and 134,714 job seekers (arising from school leavers, immigration and mobility) are expected to be available to fill the job openings.

Based on projections and considering that labour supply and demand in this occupation were balanced. It is expected that the number of job seekers will become insufficient to fill the job openings over the 2011-2020 period. Retirements will account for the majority (61%) of these job openings. Demand arising from economic growth will also be an appreciable source of job openings over the projection period. However, the creation of new jobs will be much weaker than over the 2001-2010 period. The relatively weak employment growth is largely attributable to a slowdown in economic activity relative to recent years, which leads to a decreased demand for administrative workers. With regard to labour supply, the majority of job seekers will come from the school system.

Further information regarding this pathway is found in Appendix B

Career Pathway 3: Transportation Manager, NOC 0713

Area Logistics Managers plan, organize, direct, control and evaluate the operations of transportation companies such as railways, airlines, bus lines, municipal transit systems, shipping lines and trucking companies, under the direction of a general manager or other senior manager. Transportation managers of freight traffic plan, organize, direct, control and evaluate companies or departments responsible for the transportation and movement of goods, under the direction of a general manager or other senior manager. They are employed by transportation, freight forwarding and shipping companies and by transportation departments of companies in retail and manufacturing sectors and utilities.

Other job titles include: bus company manager, rail operations superintendent, traffic manager, transport, flight operations manager, railway freight manager, freight forwarding manager, marine superintendent and transportation manager.

Logistics managers perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the operations of a manufacturing establishment or the operations or production department of a manufacturing establishment
- Develop and implement plans to efficiently use materials, labour and equipment to meet production targets
- Plan and manage the establishment of departmental budget
- Develop production schedules and maintain an inventory of raw materials and finished products
- Plan and implement changes to machinery and equipment, production systems and methods of work
- Direct quality control inspection system and develop production reporting procedures
- Develop equipment maintenance schedules and recommend the replacement of machines
- Hire, supervise and train or oversee training of employees in the use of new equipment or production techniques

Transportation managers, operations perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the operations of a transportation company
- Set operations policies and standards, including determination of safety procedures for the handling of dangerous goods, and ensure compliance with transport regulations
- Oversee dispatch of vehicles, vessels or aircraft
- Control the company or departmental budget, including acquisitions
- Monitor company's or department's performance, prepare reports for senior management, and plan for changes to schedules and policies
- Recruit personnel and oversee their training

Transportation managers, freight traffic perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the activities of companies or departments responsible for coordinating, arranging and monitoring the transportation and the movement of goods
- Arrange for shipping documentation and oversee the scheduling and dispatching of goods and the tracking and tracing of goods in transit
- Set performance goals, oversee the setting of transportation service rates and monitor revenue
- Develop plans and procedures for the transportation and storage of goods
- Negotiate with carriers, warehouse operators and insurance company representatives for services and preferential rates
- Control the departmental budget
- Recruit personnel and oversee their training

According to the NOC 2011, employment requirements usually include:

- A bachelor's degree in business administration or engineering
- Several years of experience in transportation operations including supervisory experience
- Extensive experience as a supervisor and operator in a particular transport mode, such as a pilot, train engineer, vessel master or truck driver, may substitute for formal education
- Certification as an operator of a particular mode of transportation, such as commercial pilot, vessel master or truck driver

Transportation managers, freight traffic requirements usually include:

- Completion of secondary school
- A college diploma or university degree in business or transportation administration
- Several years of clerical, operational or administrative experience related to freight traffic

It should be noted that there is little to no mobility between transportation managers, operations and transportation managers, freight traffic and operations of land, sea and air.

Career Progression

Prior to securing work as a transportation manager, work experience as a Logistics Clerk, NOC 1526 (NOC 2006-1476) and subsequently at logistics supervisor, NOC 1215 may be required. Other occupations could include also Carhouse supervisor- railway.

Local Employment Potential Information

According to the Tourism Windsor-Essex County site, more than 40,000 commuters, tourists and truck drivers carrying \$323 million worth of goods cross the Windsor-Detroit border each day. The Ambassador Bridge and the Windsor-Detroit Tunnel are ranked as the highest two crossing areas in North America.

Provincial Employment Outlook

No specific labour market data was found on a provincial level. The Canadian Supply Chain Sector Council has predicted an annual increase of approximately 2.3% in the global logistics market. This increase in market will have a direct impact on workers in this sector of the labour market .

National Outlook and Labour Market Demand Projections

This section provides labour demand and labour supply projections for this occupational over the 2008- 2020 period. Over the 2008 – 2010 period, there was strong growth in this occupation. The unemployment rate in this sector was low (2.9%).

It is projected that over the 2011- 2020 period, will be a total of 96,934 and 102,568 job seekers (arising from school leavers, immigration and mobility). Based on the projected growth in this occupation combined with retirements and other emigration issues; there will be a shortage of workers to fill these job openings.

Further information regarding this pathway is found in Appendix C

Career Pathway 4: Inventory Manager, NOC 0114

This unit group includes managers who plan, organize, direct, control and evaluate departments responsible for corporate governance and regulatory compliance, records management, security services, admissions and other administrative services not elsewhere classified. Also included in this unit group are managers responsible for departments involved in two or more of the following activities: finance, human resources, purchasing, computer systems or administrative services. Managers in this unit group are employed throughout the public and private sector.

Example titles include: business manager – non-profit organization, chief, administrative services inventory control manager, manager, administrative services manager, security manager, support services records administrator and regional administrative manager

Managers in this unit group perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the operations of a department providing a single, administrative service or several administrative services
- Direct and advise staff engaged in providing records management, security, finance, purchasing, human resources or other administrative services
- Direct and control corporate governance and regulatory compliance procedures within an establishment
- Plan, administer and control budgets for contracts, equipment and supplies
- Prepare reports and briefs for management committees evaluating administrative services
- Interview, hire and oversee training for staff

According to the NOC 2011, employment requirements usually include:

- A bachelor's degree or college diploma in business administration or a related administrative services field
- Several years of experience at a professional level in business administration, finance or related administrative services
- An Associate of the Institute of the Chartered Secretaries and Administrators (ACIS), Fellow of the Institute of Chartered Secretaries and Administrators (FCIS) or a Professional Administrator (P Adm) designation for some occupations in this group

Career Progression

Prior to securing work as an Inventory Manager, work experience as a Warehouse Shipping/Receiving Clerk, NOC 1521 (NOC 2006-1471) or as warehouse distribution supervisor, NOC 1215 may be required.

Local Employment Potential Information

Windsor is a leader in Canada for Advanced Manufacturing Facilities that include Aerospace, Automotive, Machine, Tool, Die & Mold and Plastics industries. According to Workforce Windsor Essex, manufacturing represents 24% of this area's employment. As the economy improves, opportunities will continue to increase. Windsor-Essex County is anticipated to hold 3% of the province's demand for this occupation. Over 54% is centered in the Greater Toronto Area.

Provincial Employment Outlook

Employment Prospects (2013 – 2017): Average
Between 2001 and 2011, there has been a 60% increase in employment growth or Purchasing Managers. The projected increase in demand for Purchasing Managers is anticipated to be 14%. 30% of employment opportunities are expected to be found in manufacturing, 21% in wholesale trade and 18% in retail trade.

National Outlook and Labour Market Projections

This section provides labour demand and labour supply projections for this occupational over the 2008- 2020 period. Over the 2008 -2010 period, this occupation experienced a slight decrease in employment. The unemployment rate increased at the same pace.

Over the 2011- 2020 period, it is expected that between 53,976 and 61,939 job seekers (arising from school leavers, immigration and mobility) are expected to be available to fill the job openings. Even when you factor in retirement and emigration, the amount of job seekers is anticipated to exceed the projected amount of job openings. It was noted that the economic recovery and the stabilization of public finances in the longer term will assist to create new positions for senior managers in administrative services, the competition for these jobs is expected to drive up the educational demands where those with a MBA will be in greater demand and have an easier time securing work over those without an MBA.

Further information regarding this pathway is found in Appendix D

Career Pathway 5: Purchasing-Material Manager, NOC 0113

Purchasing Managers plan, organize, direct, control and evaluate the activities of a purchasing department and develop and implement the purchasing policies of a business or institution. They are employed throughout the public and private sectors.

Example Titles include: contract manager, food purchasing manager, manager, purchasing contracts, material manager, procurement director, purchasing director and supply chain logistics manager

Purchasing Managers perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the purchasing activities of an establishment
- Develop purchasing policies and procedures and control purchasing department budget
- Identify vendors of materials, equipment or supplies
- Evaluate cost and quality of goods or services
- Negotiate or oversee the negotiation of purchase contracts
- Participate in the development of specifications for equipment, products or substitute materials
- Review and process claims against suppliers
- Interview, hire and oversee training of staff

According to the NOC 2011, employment requirements usually include:

- A bachelor's degree or college diploma in business administration, commerce or Purchasing managers responsible for units purchasing specialized materials or business services may require a related degree or diploma. For example, a bachelor's degree or college diploma in engineering may be required for purchasing managers responsible for purchasing industrial products.
- The designation Supply Chain Management Professional (S.C.M.P.) or registration in the educational program of the Purchasing Management Association of Canada Several years of experience as a purchasing agent or officer

Career Progression

Prior to working as a Purchasing-Materials Manager, employment experience could be obtained as a Purchasing agent/officer NOC 1225, Retail and wholesale buyers NOC 6222, Warehouse managers NOC 0714, Facility operation and maintenance managers

Local Employment Potential Information

Windsor is a leader in Canada for Advanced Manufacturing Facilities that include aerospace, automotive, machine, tool, die & mold and plastics industries. According to Workforce Windsor Essex, manufacturing represents 24% of this area's employment. As the economy improves, opportunities will continue to increase. Windsor-Essex County is anticipated to hold 3% of the province's demand for this occupation. Over 54% of demand is centered in the Greater Toronto Area.

Provincial Employment Outlook

Employment Prospects (2013 – 2017): Average

Between 2001 and 2011, there has been a 60% increase in employment growth for Purchasing Managers. The projected increase in demand for Purchasing Managers is anticipated to be 14%. 30% of employment opportunities are expected to be found in manufacturing, 21% in wholesale trade and 18% in retail trade.

National Outlook and Labour Market Projections

This section provides labour demand and labour supply projections for this occupational over the 2008- 2020 period. Over the 2008 -2010 period, this occupation experienced a slight decrease in employment. The unemployment rate increased at the same pace.

Over the 2011- 2020 period, it is expected that between **53,976** and **61,939** job seekers (arising from school leavers, immigration and mobility) are expected to be available to fill the job openings. Even when you factor in retirement and emigration, the amount of job seekers is anticipated to exceed the projected amount of job openings. It was noted that the economic recovery and the stabilization of public finances in the longer term will assist to create new positions for senior managers in administrative services, the competition for these jobs is expected to drive up the educational demands where those with a MBA will be in greater demand and have an easier time securing work over those without an MBA.

Further information regarding this pathway is found in Appendix E

Career Pathway 6: Postal and Courier Manager, NOC 0132

Postal and Courier Services Managers plan, organize, direct, control and evaluate the activities and operations in postal facilities and in establishments that provide courier services. They are employed by Canada Post Corporation and by courier companies.

Example Titles include: mail processing plant manager, manager, collection and delivery operations – postal services, manager, mail operations, messenger service manager parcel processing plant manager, post office manager, postal station superintendent production control manager – postal service

Postal and Courier Services Managers perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the activities and operations of postal facilities and courier service companies, or of operational divisions within Canada Post and courier service companies
- Co-ordinate the duties of supervisors and other staff
- Manage the accurate and expedient movement of mail and parcels through postal and parcel sorting facilities
- Review effectiveness of assigned operations and implement changes to postal and courier operations
- Prepare and submit budget estimates and administer the expenditures of postal and courier facilities
- Interview, hire and provide training for staff

According to the NOC 2011, employment requirements usually include:

- A university degree or college diploma
- Several years of supervisory or operational experience within a postal or courier facility

Career Progression

Prior to securing work as a Postal/Courier Manager, entry level work could include working as a Postmaster, classified in the NOC 2011 guide as NOC 0214, Supervisors, mail and message distribution occupations.

Local Employment Potential Information

The Windsor-Essex Development Commission has been working on a long-term strategy to develop an inter-modal terminal facility at the Windsor Airport. The federal government has pledged \$20 million dollars towards this initiative. Recently, additional announcements have included a \$12 million investment by Federal Express to develop a cargo terminal hub. This agreement represents a 30 year commitment from Federal Express to this project. This project would increase job opportunities in the border security, logistics, transportation and courier sectors of supply-chain logistics and global transportation.

Provincial Employment Outlook

The demand for this occupation remains steady since Ontario is the location of the head offices for DHL, UPS, Canpar, Canada Post and Purolator.

National Outlook and Labour Market Projections

This section provides labour demand and labour supply projections for this occupational over the 2008- 2020 period. Over the 2008 – 2010 periods, this occupation saw a slight increase in employment. The unemployment rate remained low at 2.5%.

Over the 2011- 2020 period, it is expected that between 5,146 and 8,819 job seekers (arising from school leavers, immigration and mobility) are expected to be available to fill the job openings. The supply/demand rates appear to be balanced. The retirement rate is below average and based on this information could potentially create a surplus of job seekers. It is anticipated that the majority of the job seekers will come from the school system.

According to the projection of cumulative job openings and job seekers over the period of 2011 – 2020, the Canadian Occupational Projection Systems (COPS) indicates a slight surplus in job seekers over available jobs. Demand for workers could increase as the economy continues to improve and grow.

Further information regarding this pathway is found in Appendix F

Career Pathway 7: Facility and Operations Manager, NOC 0721

A Facilities and Operation Manager plans, organizes, directs, controls and evaluates the operations of commercial, transportation and recreational facilities and the included real estate. Facility operation managers are employed by a wide range of establishments, such as airports, harbours, canals, shopping centres, convention centres, warehouses and recreational facilities.

Examples of other related job titles include: airport manager, arena manager, facility operations manager, harbour master and warehouse manager

Facility operation managers perform some or all of the following duties:

- Plan, organize, direct, control and evaluate the operations of commercial, transportation and recreational facilities and the included real estate
- Oversee the leasing of space in the facility and the included real estate and the development of marketing strategies
- Plan, organize and direct administrative services such as signage, cleaning, maintenance, parking, safety inspections, security and snow removal
- Plan, organize, direct, control and evaluate construction projects to modify commercial, transportation and recreational facilities and real estate
- Oversee the installation, maintenance and repair of real estate infrastructures including machinery, equipment and electrical and mechanical systems
- Plan and manage the facility's operations budget
- Prepare or oversee the preparation of reports and statistics related to areas of responsibility
- Hire, train and supervise staff

According to the NOC 2011, employment requirements usually include:

- Completion of a college or university program in business administration or in a discipline related to facility operation and maintenance
or
- An equivalent combination of technical training and experience in administration or maintenance Several years of supervisory experience in facility operations or maintenance

Career Progression

Prior to securing work as a Facility and operations manager, entry level work could include working as a Logistics clerk, NOC 1526 (NOC 2006-1476), Logistics supervisor, NOC 1215 or a Carhouse- Supervisor Railway Transportation NOC 7301 (NOC2006-7221)

Local Employment Potential Information

The Windsor-Essex County has railway, waterway and airport facilities. The Port of Windsor supports 937 jobs in Ontario, generates \$130.5 million in business revenue and moves in excess of 5 million metric tons of cargo through the port each year. The Windsor International Airport is owned by the City of Windsor and operated by Your Quick Getaway (Windsor) Inc. In 2010, they developed a master plan for growth and development of the airport facilities. Since the time the study was created, some of the proposed expansions of services have already become a reality. The airplane MRO (Maintenance, Repair and Overhaul) services are now housed at the Airport. Premier Aviation signed an agreement for MRO services in 2011. They project to hire 200 people in the next 2 years and approximately 300 more over the next 7 years. Canadian Pacific Railways (CP Rail) announced in late 2013, the \$400 million dollar investment in the construction of a new railway tunnel. The new rail tunnel will expand the types of rail cars able to move through the tunnel and lead it more trade-related jobs in the region.

Provincial Employment Outlook

No specific labour market data was found on a provincial level. The Canadian Supply Chain Sector Council has predicted an annual increase of approximately 2.3% in the global logistics market. This increase in market will have a direct impact on workers in this sector of the economy.

National Outlook and Labour Market Projections

This section provides labour demand and labour supply projections for this occupational over the 2008- 2020 period. Between 2008 –2010, job opportunities in this occupation dropped and the unemployment rate increased more quickly than all other occupations. This is a direct result of the economic downturn. It is projected that over 2011- 2020, the demand for facility operation and maintenance managers will be between **16, 005** and **22,576** job seekers (arising from school leavers, immigration and mobility). It is anticipated that despite the addition of retirements and other replacement demand, there will be a projected surplus of job seekers. This gap could decrease as the economy continues to strengthen and grow.

Further information regarding this pathway is found in Appendix G

Career Pathway 8: Sales and Marketing Manager, NOC 0611

Sales, Marketing and Advertising Managers plan, organize, direct, control and evaluate the activities of establishments and departments involved in commercial, industrial, wholesale and e-business sales, marketing, advertising and public relations. They are employed by commercial, industrial and wholesale establishments, marketing and public relations consulting companies and government departments.

Example titles include: Internet communications manager, Web communications manager, Web marketing manager, advertising director, advertising manager, corporate sales manager, manager, e-business, regional sales manager and sales and marketing manager.

The following is a summary of main duties for some occupations in this unit group:

- Sales managers plan, direct and evaluate the activities of sales departments in commercial, industrial, wholesale and other non-retail establishments.
- Marketing managers establish distribution networks for products and services, initiate market research studies and analyze their findings, assist in product development, and direct and evaluate the marketing strategies of establishments. E-business managers plan, organize, direct, control and evaluate the design, development and maintenance of Internet and Intranet sites to manage an organization's Internet presence including public relations, communications and commercial activities.

According to the NOC 2011, employment requirements usually include:

Sales and Marketing Managers

- A university degree or college diploma in business administration or in a related field with a specialization in sales or marketing and
- Several years of experience as a sales or marketing representative or in a related occupation

E-business Managers

- A university degree or college diploma in a field related to Web site content and
- Experience in Web site design, interactive media development, data administration or information systems analysis or experience related to Web site content

Career Progression

According to the NOC 2011, progression to senior management positions is possible with experience. Prior to working as a Sales & Marketing Manager, work experience can be obtained as a Marketing salesperson (NOC 6221), Marketing and sales supervisor (NOC 6211)

Local Employment Potential Information

Working in Canada describes the status of labour market demand in Windsor-Essex county area as thus “Compared to other occupations, this is not a significant occupation in this region”

Provincial Employment Outlook

In Ontario, the outlook for sales, marketing and advertising managers is expected to be **fair** for the period 2012-2013. Sales, marketing and advertising managers are concentrated in large urban areas. Employment growth in this sector is influenced by consumer spending and the state of the economy. The emergence of digital media has been one area of growth for sales, marketing and advertising managers. With businesses going global, these professionals are needed to cater to both domestic and foreign consumer groups. The development of e-commerce has given sales, marketing and advertising managers the opportunity to reach wider audiences through innovative advertising and marketing strategies. Sales, marketing and advertising managers, who have diverse industry knowledge and an understanding of various cultures, will have better job prospects.

According to the 2006 census, this is one of the largest occupations in Ontario with more than 74,000 sales, marketing and advertising managers employed in the labour force. Given the size of this occupation, the need to replace workers who retire or leave the workforce will be a source of job openings over the next several years.

National Outlook and Labour Market Demand Projections

This section provides labour demand and labour supply projections for this occupational over the 2008- 2020 period. Over the 2008- 2010 period, this occupation experiences a decrease in employment and its unemployment rate rose slightly.

Over the 2011- 2020 period, it is expected that between **61,009** and **53,278** job seekers (arising from school leavers, immigration and mobility) are available to fill job openings. Because the retirement rate is higher than the average growth rate of employment opportunities, it is projected to have a surplus of jobs and shortage of job seekers to fill those vacant positions.

Further information regarding this pathway is found in Appendix H

Other Career Avenues

This report has demonstrated the many different pathways potential graduates could pursue once they have completed their BA in Border Management degree. There is a wide variety of positions available in a very promising and growing sector of the economy. There are additional career avenues that these students could pursue that have not been fully explored but could still be considered by students.

Supply Chain/Logistics has been identified to be an integral and growing part of the inter-global distribution of goods. Strong demand has been identified on the technical side of the functions of this sector. Information Technology, NOC 0213- Computer and Information Systems Managers have been identified by The Canadian Supply Chain Sector Council and by the Canadian Occupational Projection System (COPS) an occupation with good job prospects.

E-Commerce has also been a part of the economy that has shown steady growth in demand. This sector strongly relies on the inter-global distribution of goods. An additional career option could be work within this sector. An identified occupation is NOC 2174 Computer Programmers and Interactive Media Developers, NOC 2175 Web Designers and Developers, E-Commerce Manager NOC 0611 and NOC 4163 Business Development Officers and Marketing Researchers and Consultants.

Graduates planning to pursue entrepreneurial opportunities that involve the import/export of goods could also benefit from completing either this certificate or degree program.

US Job Opportunities

A Brief Overview of Job Opportunities and Labour Market Demand

O*NET compiled a list of Bright Outlook occupations. In order to be labelled in this category the following criteria had to be followed. These occupations either individually or in combination had to be occupations projected to grow rapidly, (G), are occupations projected to have large numbers of job openings, (J) or are occupations considered new & emerging occupations, (N). The occupations that meet the criteria in the chart below are highlighted in the corresponding rows

Supply Chain Sub-Functions	Occupational Code	Job Title	Rank by Demand	Labour Market Demand (2012- 2020)
Logistics Information Systems	11-3071.03	Logistics Manager	1	↑ increasing 22% (much faster than avg), G, N
	13-1081.00	Logisticians	2	↑ increasing 22% (much faster than avg), G, J, N
Logistics Information Systems	13-1081.02	Logistics Analysts	3	↑ increasing 22% (much faster than avg), G, J, N
Warehousing	11-3701.02	Storage and Distribution Manager	9	↓ 3 -7% increasing (Slower than Avg)
Transportation	11-3701.01	Transportation Manager	13	
	19-3099.01	Transportation Planners	11	G, N
Inventory/Material Control	11-3071.00	Transportation, Storage and Distribution Managers	12	
Inventory/Material Control	11-9199.04	Supply Chain Managers	6	↓ increasing 3-7% annually (slower than avg), G, N
Purchasing	11-3061.00	Purchasing Managers	10	↔ -2 to 2% (little to no change)
	13-1022.00	Wholesale and Retail Buyers	14	
Marketing and Sales	11-2021.00	Marketing Managers	5	↑ 8 to 14% growth (average growth rate)
	11-2022.00	Sales Managers	4	↑ 8 to 14% growth (average growth rate), G, N
Custom and Excise/Border Security	11-9199.07	Security Manager	7	↓ 3-7% increasing (slower than avg), G, J, N
Import/Export	13-1199.03	Customs Broker/Manager	8	↓ 3-7% increasing (slower than avg), G

Further information regarding this pathway are found in Appendix I

Conclusion and Recommendation

The initial targets of users of the Border Management Certificate program are intended to be members of the community at large currently working in roles within the supply chain, logistics and border management sectors. Another group of users of this program potentially are persons seeking specialized education in order to make a career shift or career change. An example of this could be those making a shift into an entrepreneurial job that would involve cross-border trade. Future expansion and marketing of this certificate could include marketing this certificate it to current students studying in other faculties. They would acquire new, complementary skills to their initial areas of study that would expand their job opportunities into occupations found in a growing and expanding sector of the economy. It could assist student to find a more direct connection of job prospects to their studies at the university.

Based on the course offerings for the Border Management and International Trade Certificate Program, these courses provide potential students with a very solid foundation of knowledge in supply chain management, logistics and customs. New graduates would have the reassurance of marketing their ability to qualify to acquire FITT's CITP/FIBP designation, a globally recognized credential.

Numerous labour studies and labour market projections indicate that these sectors of the economy can anticipate a steady and continuous growth over the next 10 years. Because the university is proposing to expand their offering of studies in this field to include a Bachelor of Arts degree in Border Management, the university is positioning itself to be on the cutting edge to be able to respond to the demands in this rapidly expanding and diverse labour market.

Sources Consulted

The following sources were consulting for occupational and labour market information:

The National Occupational Classification (NOC 2006 and NOC 2011)

The NOC is the nationally accepted reference on occupations in Canada. It organizes over 30, 000 job titles into 520 occupational group descriptions. It is used daily by thousands of people to compile, analyze and communicate information about occupations, and to understand the jobs found throughout Canada's labour market. The NOC provides a standardized framework for organization the world of work in a coherent system. It is used to collect and organize occupational statistics and to provide labour market information. The structure and content of the NOC is also implemented in a number of major services and products throughout the private and public sectors. The NOC system was first introduced in 1999. It has been revised to the 2001, 2006 and most recently the 2011 versions. The two versions accessed in this report are as follows:

NOC 2006:

<http://www30.hrsdc.gc.ca/NOC/English/NOC/2006/Welcome.aspx>

NOC 2011:

<http://www5.hrsdc.gc.ca/NOC/English/NOC/2011/Welcome.aspx>

Working in Canada

Working in Canada is a web based tool that provides an opportunity for job seekers, workers newcomers and those newly entering the job market information required to help them make informed decisions about job opportunities where they live and work. The site can assist individuals who are searching for work or looking to make career decisions, career changes or considering further education, upgrading or finding out where their current skills are most marketable. It was created by and managed by Human Resources Skills Development Canada. It combined the old Essential Skills Profiles, Job Futures and the National Occupational Classification information. By combining this data together it offers to users, free occupational and career information such as job opportunities, educational requirements, main duties, wage rates and salaries, current employment trends and outlooks.

<http://www.workingincanada.gc.ca>

Ontario Job Futures

Ontario Job Futures is a resource developed specifically with labour market information for the Province of Ontario. It provides information about current trends and job outlook projections for about 200 occupations common to Ontario. It was developed and is maintained by the Ministry of Training, Colleges and Universities. It utilizes projections developed by Employment Ontario and Social Development Canada.

<http://www.ontariojobfutures.ca>

Canadian Occupational Projection System (COPS)

Employment and Social Development Canada developed projections for future labour demand and labour supply. They organized this information over broad skill levels as well as by occupation, using models from the Canadian Occupational Projection System (COPS). The intent of the COPS models is to project the trends in labour supply/labour demand over a 10-year span. These projections allow users to identify whether there is a projected shortage or surplus of workers over the medium term. The latest projections span from 2011 to 2020 period.

<http://www23.hrsdc.gc.ca/w.2lc.4me@-eng.jsp>

O*NET

O*NET Online has detailed descriptions of the world of work for use by job seekers, workforce development and HR professionals, students, researchers, and more. It offers comprehensive occupational descriptions, labour market projections, tools for career planning and career assessment tools to help you select a suitable occupation based on your abilities, interests, knowledge, skills, work activities, work content, work values, skills search and what tools and technology a particular occupation would require. It also connects users to additional information about apprenticeship, a dictionary of occupational titles, Educational resources, military options, the occupational handbook and the standard of occupational classification (SOC), a coding system similar to Canada's NOC codes.

<http://www.onetonline.org/find/>

US Department of Labour

<http://www.dol.gov/>

Workforce Windsor Essex

Workforce WindsorEssex (Workforce Development Board Windsor Essex) was created to work as an independent, community-based board in October 2008. It collaborated with, coordinated and consolidated information first developed by the Corporation of the City of Windsor, County of Essex, the WindsorEssex Development Commission and the Province of Ontario. The board members consist of community leaders who have a strategic outlook of the Windsor-Essex community.

<http://www.workforcewindsoressex.com/wp-content/uploads/2012/03/Promising-Sectors-Occupations-2012-2015-Report-FINAL1.pdf>

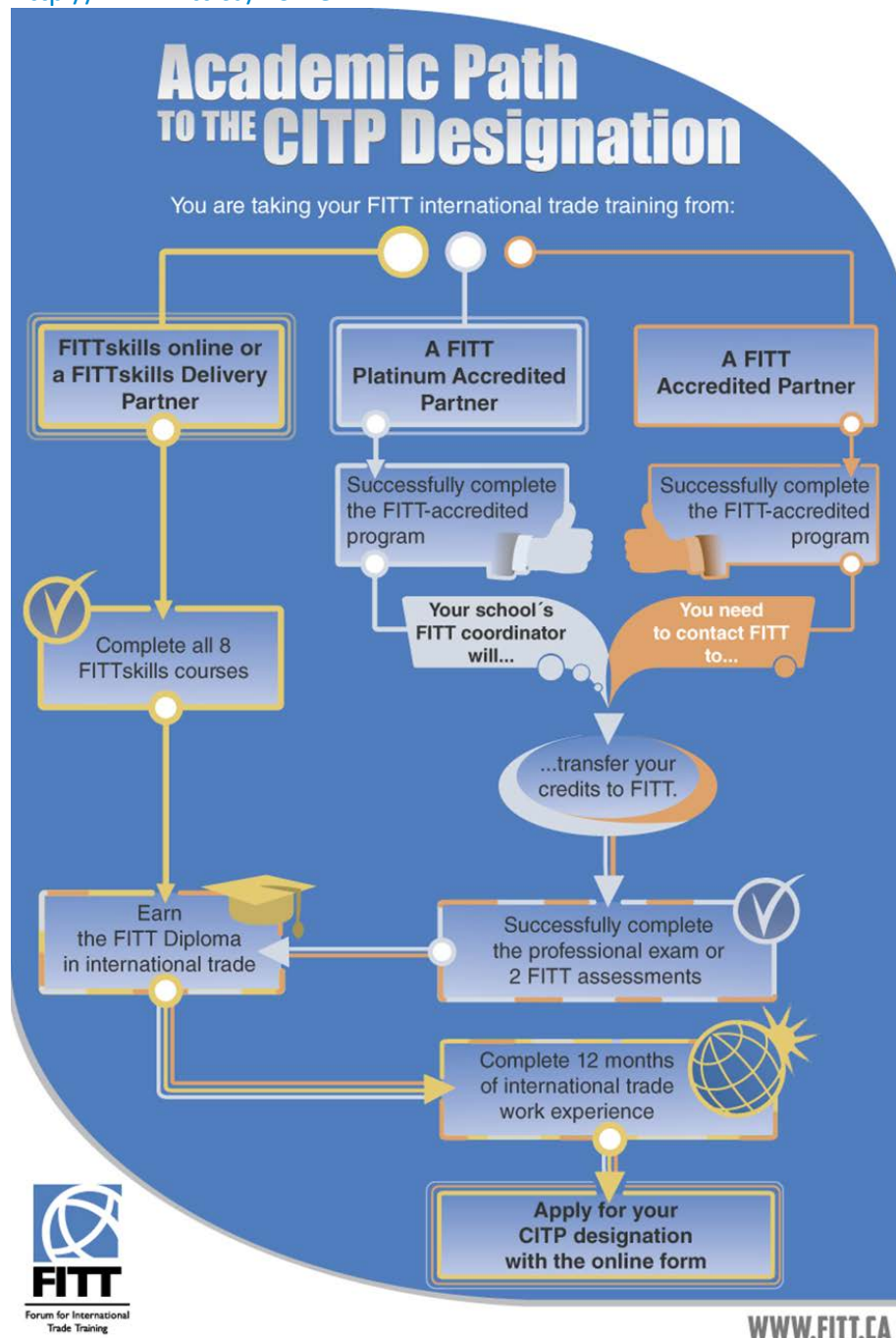
E-Commerce in Canada

<http://www.parl.gc.ca/content/hoc/Committee/411/INDU/Reports/RP5535392/indurp01/indurp01-e.pdf>

Forum for International Trade Training-FITT

The Forum for International Trade Training (FITT) is a not-for-profit organization. They focus on providing international business training, developing resource information and created formalized, professional certification to individuals and businesses. In Canada, this certification is called the Certified International Trade Professional (CITP/FIBP) designation. FITT has become the standard of excellence for training for global trade professionals worldwide.

<http://www.fitt.ca/home>



CITP/FIBP

The Certified International Trade Professional (CITP/FIBP) designation is the world's leading professional designation for the field of international business. This designation can help people advance in their career and/or build their professional credibility.

If any worker's job role involves buying, selling, sourcing, manufacturing or investing in products or services beyond their borders, then the CITP designation is a good designation to obtain. In addition to international business activities, if a business is multi-faceted, involving the cross-border movement of goods, the CITP designation would be a worthwhile credential to obtain. Examples of sectors of the economy where this can be beneficial can be found in activities involving international trade, whether it be importing/exporting, logistics, marketing, law or finance. To qualify for the CITP designation, an individual is required to successfully complete a FITT skills program, or equivalency thereof, and must have a minimum of one-year professional international business experience. Once certified, they must agree to adhere to the CITP Standards of Ethical Conduct by committing to ongoing professional development and paying annual Certified Membership dues.

<http://www.fitt.ca/certification-citp>

FITT Certification – Academic Path

<https://community.fitt.ca/academic-path>

The Canadian Supply Chain Sector of Canada

The Canadian Supply Chain Sector Council (CSCSC) works with employers, supply chain-related associations, governments and individuals working in the supply chain to identify and meet this sector's HR challenges. This site features the Council's products, information about its programs, and news and resources relevant to the Canadian supply chain sector. Some of these resources include job descriptions, an outline of how the supply chain works and projections into the growth and job prospects for the future in this sector.

<http://www.supplychaincanada.org/en/>

Supply Chain Employment by Occupation Past and Projected

<http://www.supplychaincanada.org/assets/u/SupplyChainEmploymentbyOccupation.pdf>

Careers in Supply Chain Management- Flow Chart

<http://www.scmanational.ca/institute-careers-in-scm/career-paths-in-scm>

Council of Supply Chain Management Professionals

This organization caters to a very specific audience. Their mandate is to provide opportunities for education as well as provide opportunities to connect the world's supply chain professionals. They have developed online courses, provide on-site educational presentations, organize annual global conferences, conduct sector research, provide members with resource information and produce two publications, Supply Chain Quarterly and Journal of Business Logistics.

<http://cscmp.org>

Council of Supply Chain Management Professionals

This organization caters to a very specific audience. Their mandate is to provide opportunities for education as well as provide opportunities to connect the world's supply chain professionals. They have developed online courses, provide on-site educational presentations, organize annual global conferences, conduct sector research, provide members with resource information and produce two publications, Supply Chain Quarterly and Journal of Business Logistics.

<http://cscmp.org>

Tourism Windsor-Essex

Crossing Made Easy

<http://www.crossingmadeeasy.com/ambassador-bridge.htm>

The Windsor Star

Windsor's cargo hub hopes to emulate Hamilton, not London

<http://blogs.windsorstar.com/2013/10/03/windsors-cargo-hub-hopes-to-emulate-hamilton-not-london/>

The Port of Windsor

The Port of Windsor- Economic Impact

<http://www.portwindsor.com/ecom.asp?pg=economic-impact>

The Windsor Airport

<http://www.yqg.ca/>

<http://www.yqg.ca/wp-content/uploads/2013/01/Windsor-International-Airport-Master-Plan.pdf>

Premier Aviation

http://www.premieraviation.ca/ress/contents/PressReleaseWindsor2011_EN.pdf

Railways:

CP Rail: Detroit River rail tunnel will start construction next year, say project leaders

<http://blogs.windsorstar.com/2013/11/25/detroit-river-rail-tunnel-will-start-construction-next-year-say-project-leaders/>

Windsor Essex Development Commission

<http://www.choosewindsorsex.com/manufacturing>

Wikipedia- Supply Chain Management

http://en.wikipedia.org/wiki/Supply_chain_management

University of Michigan Courses

<http://www.bus.umich.edu/admissions/mscm/whyross.htm>

<http://www.isd.engin.umich.edu/professional-programs/lean-supply-chain-for-healthcare/index.htm>

<http://interpro.engin.umich.edu/professional-programs/lean-supply-chain-and-warehouse-management/>

Michigan State University

<http://supplychain.broad.msu.edu/>

Western Michigan State University

<http://www.wmich.edu/academics/undergraduate/supplychain>

Appendix A: Government Manager, NOC 0142

Sources cited for this career pathway include:

NOC 2006:

<http://www30.rhdcc.gc.ca/CNP/English/NOC/2006/QuickSearch.aspx?val65=0412>

NOC 2011:

<http://www5.hrsdc.gc.ca/NOC/English/NOC/2011/QuickSearch.aspx?val65=0412> **The**

Canadian Supply Chain Sector of Canada

<http://www.supplychaincanada.org/en/>

The Windsor Airport

<http://www.yqg.ca/>

<http://www.yqg.ca/wp-content/uploads/2013/01/Windsor-International-Airport-Master-Plan.pdf>

Railways:

CP Rail: Detroit River rail tunnel will start construction next year, say project leaders

<http://blogs.windsorstar.com/2013/11/25/detroit-river-rail-tunnel-will-start-construction-next-year-say-project-leaders/>

Appendix B: Customs Manager, NOC 0125

Sources cited for this career pathway include:

The Canadian Supply Chain Sector of Canada

<http://www.supplychaincanada.org/en>

NOC 2006:

<http://www5.hrsdc.gc.ca/NOC/English/NOC/2011/QuickSearch.aspx?val65=0125>

Working in Canada

<http://www.jobbank.gc.ca/report-eng.do?lang=eng&noc=0713&area=27233&titleKeyword=transportation+manager®ionKeyword=Windsor,+Ontario&source=2&action=final>

Appendix C: Transportation Manager, NOC 0713

Resources accessed and sources cited for this career pathway include:

NOC 2006:

<http://www30.rhdcc.gc.ca/CNP/English/NOC/2006/QuickSearch.aspx?val65=0713>

The Canadian Supply Chain Sector of Canada

<http://www.supplychaincanada.org/en/>

The Windsor Airport

<http://www.yqg.ca/>

<http://www.yqg.ca/wp-content/uploads/2013/01/Windsor-International-Airport-Master-Plan.pdf>

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Windsor's cargo hub hopes to emulate Hamilton, not London

<http://blogs.windsorstar.com/2013/10/03/windsors-cargo-hub-hopes-to-emulate-hamilton-not-london/>

The Port of Windsor- Economic Impact

<http://www.portwindsor.com/ecom.asp?pg=economic-impact>

Working in Canada

<http://www.jobbank.gc.ca/report->

[eng.do?lang=eng&noc=0713&area=27233&titleKeyword=transportation+manager®ionKeyword=Windsor,+Ontario&source=2&action=final](http://www.jobbank.gc.ca/report-eng.do?lang=eng&noc=0713&area=27233&titleKeyword=transportation+manager®ionKeyword=Windsor,+Ontario&source=2&action=final)

Appendix D: Inventory Manager, NOC 0114

Resources accessed and sources cited for this career pathway include:

Workforce Windsor Essex

<http://www.workforcewindsor-essex.com/wp-content/uploads/2012/03/Promising-Sectors-Occupations-2012-2015-Report-FINAL1.pdf>

NOC 2006:

<http://www30.hrsdc.gc.ca/NOC/English/NOC/2006/QuickSearch.aspx?val65=0114>

NOC 2011:

<http://www5.hrsdc.gc.ca/NOC/English/NOC/2011/QuickSearch.aspx?val65=0114>

Working in Canada

<http://www.jobbank.gc.ca/report-eng.do?lang=eng&noc=0114&area=27233&titleKeyword=inventory+control+manager®ionKeyword=Windsor,+Ontario&source=0&action=final>

Appendix E: Purchasing-Material Manager, NOC 0113

Resources accessed and sources cited for this career pathway include:

NOC 2011:

<http://www5.hrsdc.gc.ca/NOC/English/NOC/2011/QuickSearch.aspx?val65=0113>

Working in Canada

<http://www.jobbank.gc.ca/report-eng.do?lang=eng&noc=0113&area=27233&titleKeyword=material+manager®ionKeyword=Windsor,+Ontario&source=2&action=final>

Ontario Job Futures

http://www.tcu.gov.on.ca/eng/labourmarket/ojf/pdf/0113_e.pdf

Workforce Windsor Essex

<http://www.workforcewindsorsex.com/wp-content/uploads/2012/03/Promising-Sectors-Occupations-2012-2015-Report-FINAL1.pdf>

Appendix F: Postal and Courier Manager, NOC 0132

Resources accessed and sources cited for this career pathway include:

NOC 2011

<http://www5.hrsdc.gc.ca/NOC/english/NOC/2011/QuickSearch.aspx?val65=0132>

Windsor Essex Development Commission

<http://www.choosewindsor.essex.com/manufacturing>

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Windsor's cargo hub hopes to emulate Hamilton, not London

<http://blogs.windsorstar.com/2013/10/03/windsors-cargo-hub-hopes-to-emulate-hamilton-not-london/>

The Windsor Airport

<http://www.yqg.ca/>

<http://www.yqg.ca/wp-content/uploads/2013/01/Windsor-International-Airport-Master-Plan.pdf>

Canadian Occupational Projection System (COPS)

<http://www23.hrsdc.gc.ca/w.2lc.4me@-eng.jsp>

Working in Canada

http://www.jobbank.gc.ca/job_search_results.do;jsessionid=55C4CCD5E7F9AA7AD6BB00B7063066DE.imnav1?searchstring=0132&button.submit=Search

Appendix G: Facility and Operations Manager, NOC 0721

Sources cited for this career pathway include:

NOC 2006:

<http://www30.rhdcc.gc.ca/CNP/English/NOC/2006/QuickSearch.aspx?val65=0611>

The Canadian Supply Chain Sector of Canada

<http://www.supplychaincanada.org/en/>

The Windsor Airport

<http://www.yqg.ca/>

<http://www.yqg.ca/wp-content/uploads/2013/01/Windsor-International-Airport-Master-Plan.pdf>

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<http://blogs.windsorstar.com/2013/11/25/detroit-river-rail-tunnel-will-start-construction-next-year-say-project-leaders/>

Working in Canada

[http://www.jobbank.gc.ca/report-](http://www.jobbank.gc.ca/report-eng.do?lang=eng&noc=0721&area=27233&titleKeyword=warehouse+manager®ionKeyword=Windsor,+Ontario&source=2&action=final)

[eng.do?lang=eng&noc=0721&area=27233&titleKeyword=warehouse+manager®ionKeyword=Windsor,+Ontario&source=2&action=final](http://www.jobbank.gc.ca/report-eng.do?lang=eng&noc=0721&area=27233&titleKeyword=warehouse+manager®ionKeyword=Windsor,+Ontario&source=2&action=final)

Appendix H: Sales and Marketing Manager, NOC 0611

NOC 2006:

<http://www30.rhdcc.gc.ca/CNP/English/NOC/2006/QuickSearch.aspx?val65=0611>

Working in Canada

<http://www.jobbank.gc.ca/report-eng.do?lang=eng&noc=0721&area=27233&titleKeyword=warehouse+manager®ionKeyword=Windsor,+Ontario&source=2&action=final>

Appendix I: US Job Prospects: O*NET and US Department of Labour Occupational Information

Resources accessed and sources cited for this career pathway include:

O*NET

<http://www.onetonline.org/find/>

US Department of Labour

<http://www.dol.gov/>