

# Supply Chain Management 102 Webinar

## Capacity Development Considerations – Human Resources for Supply Chain

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# Overview

- Why do we need to consider health supply chain workforce?
- PtD Theory of change to Optimise workforce performance
- PtD Professionalization framework to stimulate the market
- Strategic Training Executive Program to train leaders



**What health supply chain workforce issues are you currently experiencing where you work?**



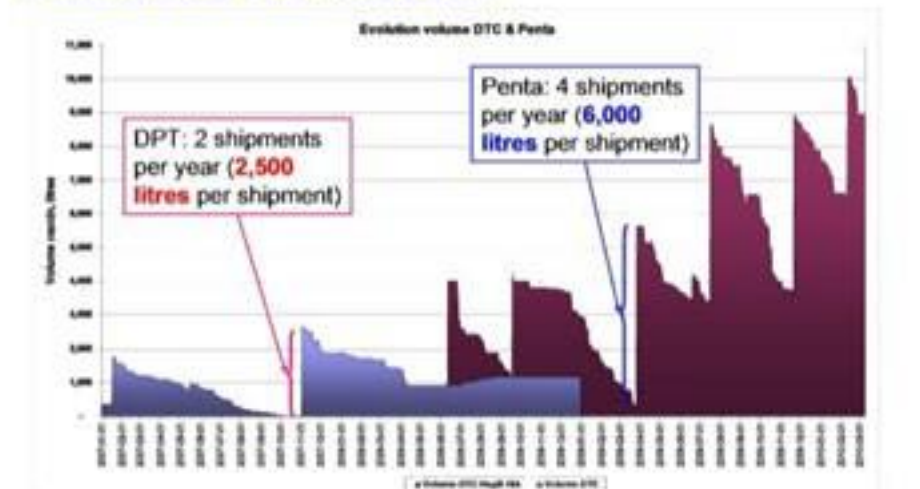
**Please type in the chat.**

# Why do we focus on HR for SCM?



# Increasing pressure on health supply chains

## Increased workload...



New vaccine introduction resulted in a **5-fold increase of the workload** at central level!

## Increased values at stake!



New vaccine introduction resulted in a **24-fold increase of the value** of vaccines stored at central level!

24-fold increase in the value of new vaccines introduced into a country...

... resulted in a 5-fold increase in the workload for supply chain management

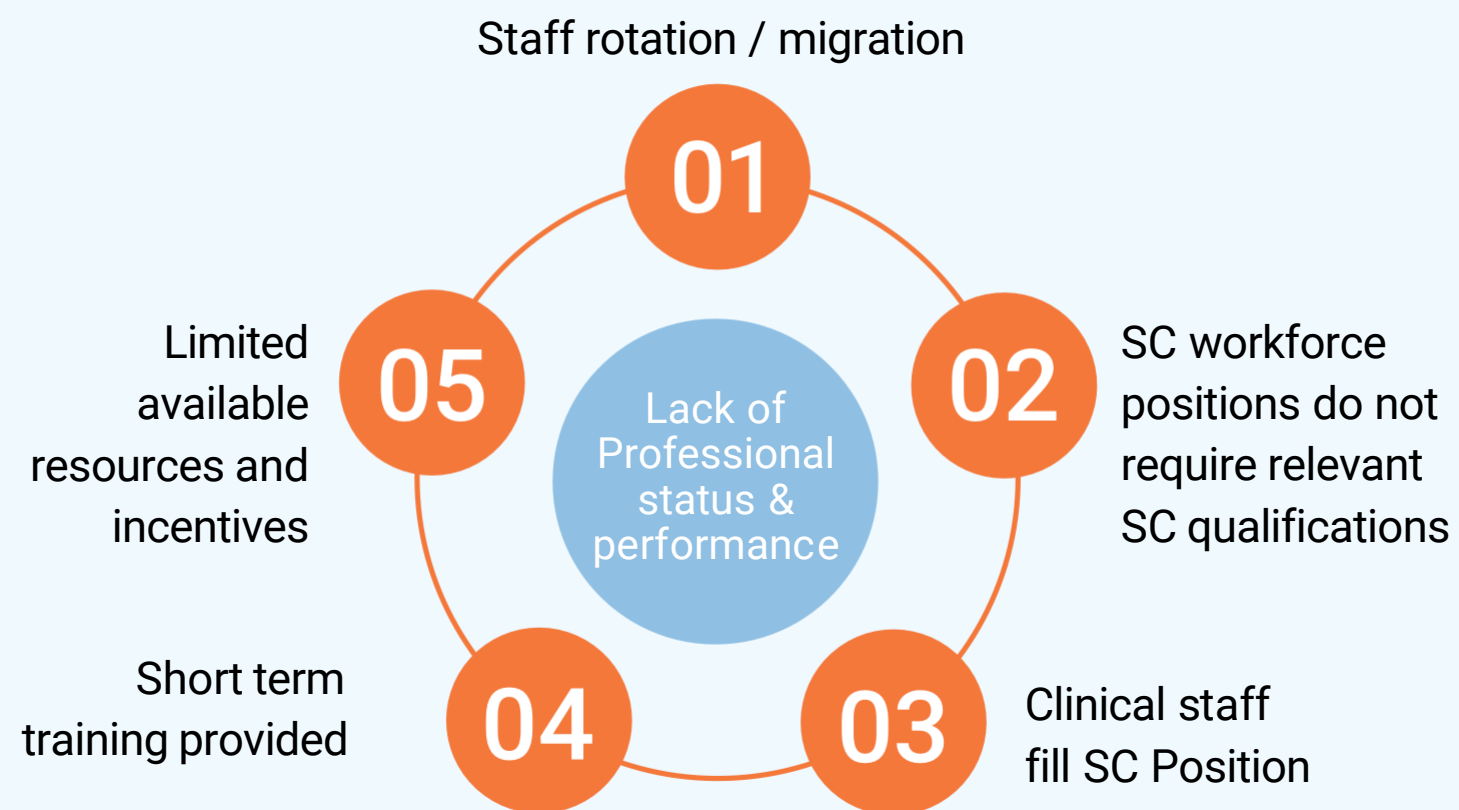


# Lack of professional status and performance

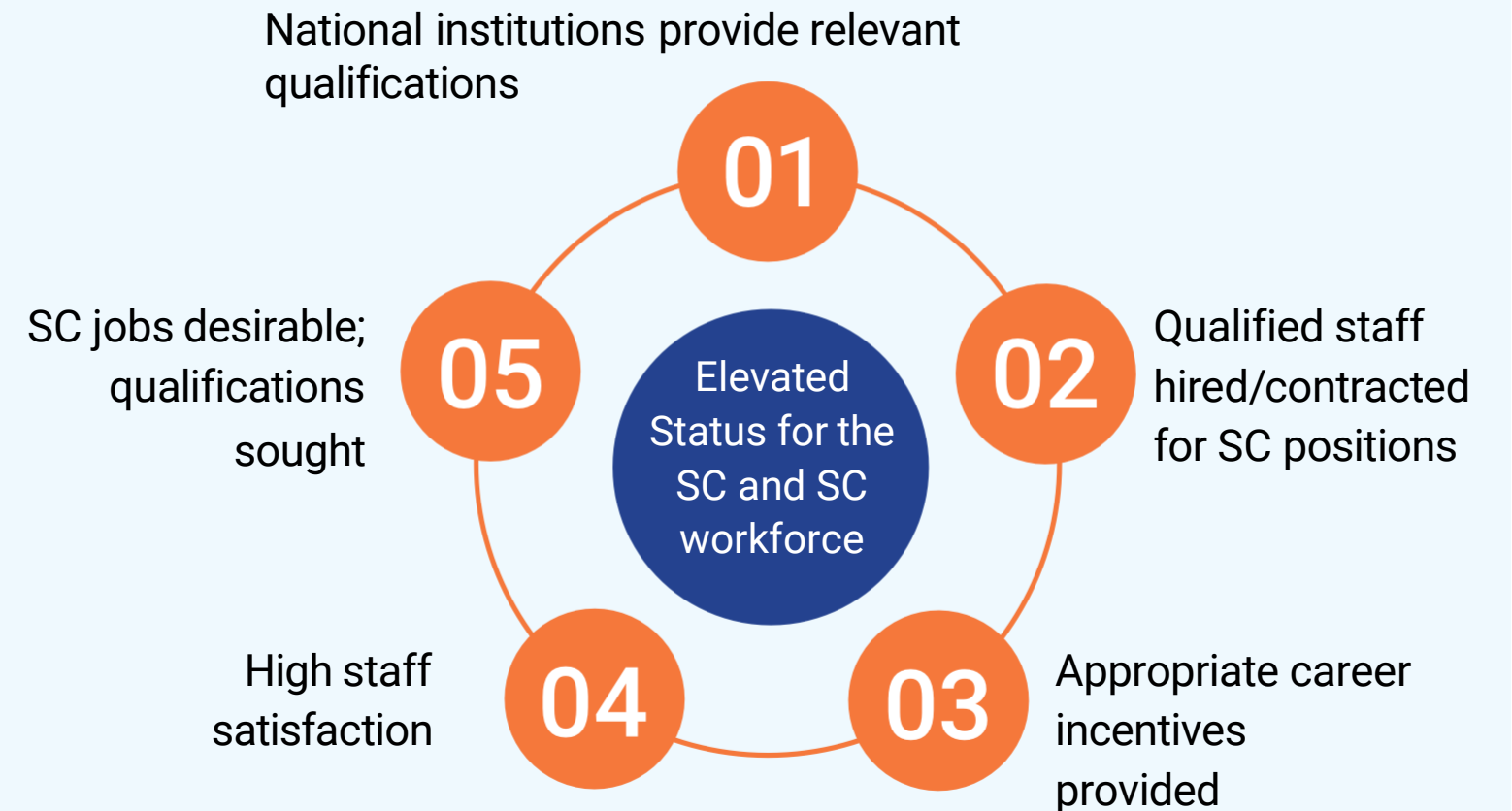
Health supply chains are a key enabler for increasing the availability of life-saving medicines and other health commodities.

The challenge is to ensure enough professionals have the competencies required for effective SCM of health products.

## Current paradigm



## Desired paradigm ✓



# The Supply Chain requires many professionals...

- ✓ Procurement Specialists
- ✓ Demand and Supply Planners
- ✓ Contracts Specialists
- ✓ Data analysts
- ✓ Finance and Administration
- ✓ Logisticians
- ✓ Supply chain managers
- ✓ Cold Chain managers
- ✓ Data managers
- ✓ Warehouse and distribution personnel
- ✓ Pharmacists/Pharmacy Assistants
- ✓ And many others

The PtD Collection of Roles and Job Descriptions for Health Supply Chains (lists more than 80 roles!)

A workforce that is fit-for-purpose

Skills are needed in:

- ✓ Planning
- ✓ Forecasting
- ✓ Procurement
- ✓ Customs clearance
- ✓ Warehousing
- ✓ Distribution and transportation
- ✓ KPI data, collection, analysis and use
- ✓ Stock management
- ✓ Waste management
- ✓ Return
- ✓ Maintenance
- ✓ And more.....

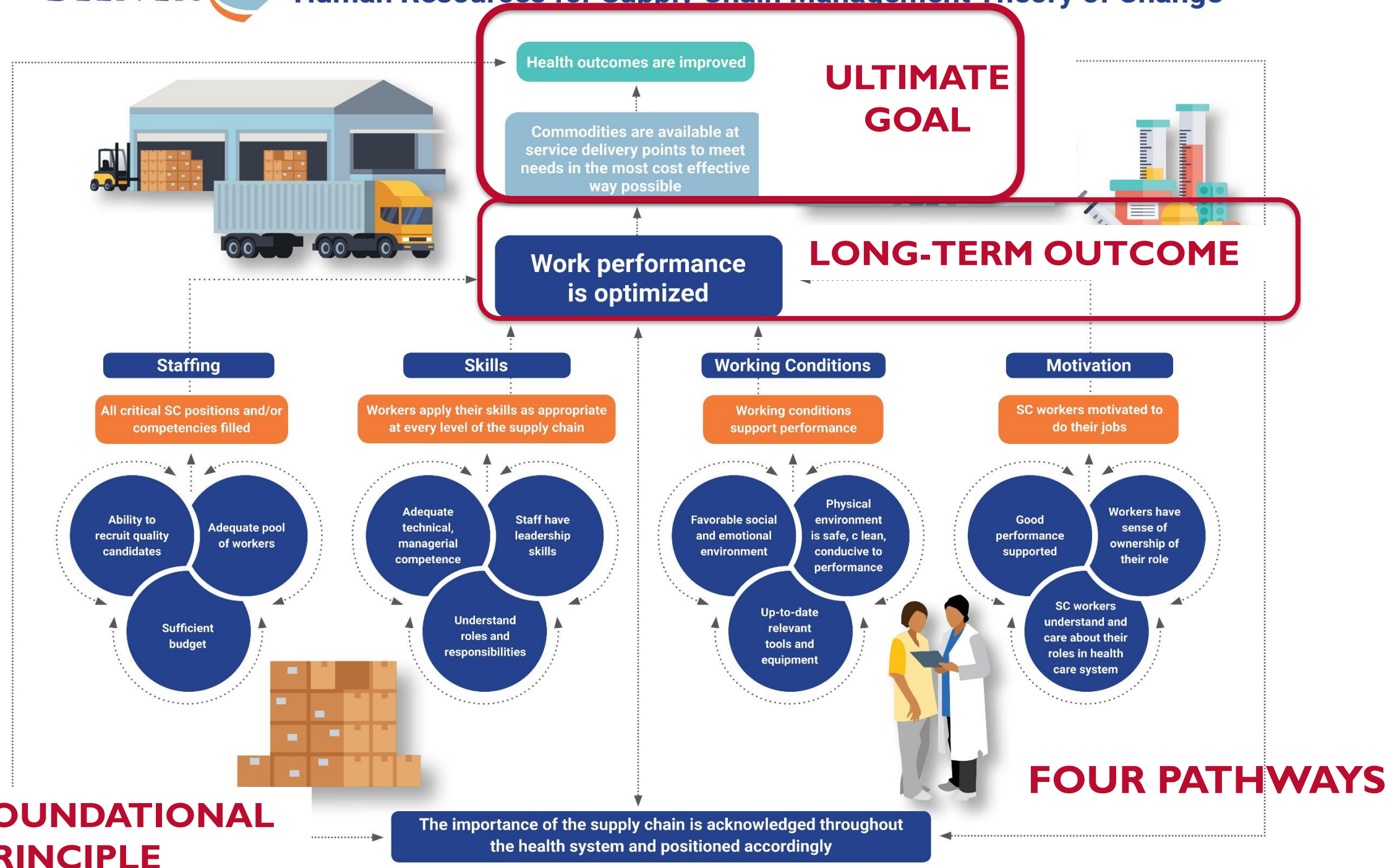




# PtD Theory of change to Optimise workforce performance



## Human Resources for Supply Chain Management Theory of Change







# The FOUR Pathways work together

Staffing

Skills

Working  
Conditions

Motivation

*Workforce performance is optimized through four distinct, mapped pathways.*

*To reach the long-term outcome, four top-level outcome areas must be in place.*

All critical SC  
positions and/or  
competencies  
are filled

Staff apply their  
skills as  
appropriated at  
every level of  
the SC

Working  
conditions  
support  
performance

Workers are  
motivated to do  
their jobs

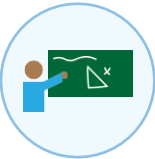


# Practical application

You can use this tool for:

- **ADVOCACY:**
  - Help others understand the many components required to optimize productivity
- **ASSESSMENT:**
  - Look for workforce strengths and weaknesses in your organization
- **PLAN:**
  - consider prioritised activities to make improvements in your organisation

# Understanding labour markets



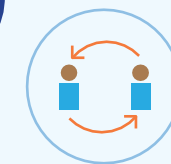
The educational and training institutions that output qualified workers



Capacity development must occur at multiple levels individual, organisational and societal



**Demand**  
for a competent SCM workforce: employers



Dynamics that influence movements between organisations and sectors

**Supply**  
of a competent SCM workforce: employees



Public



Commercial



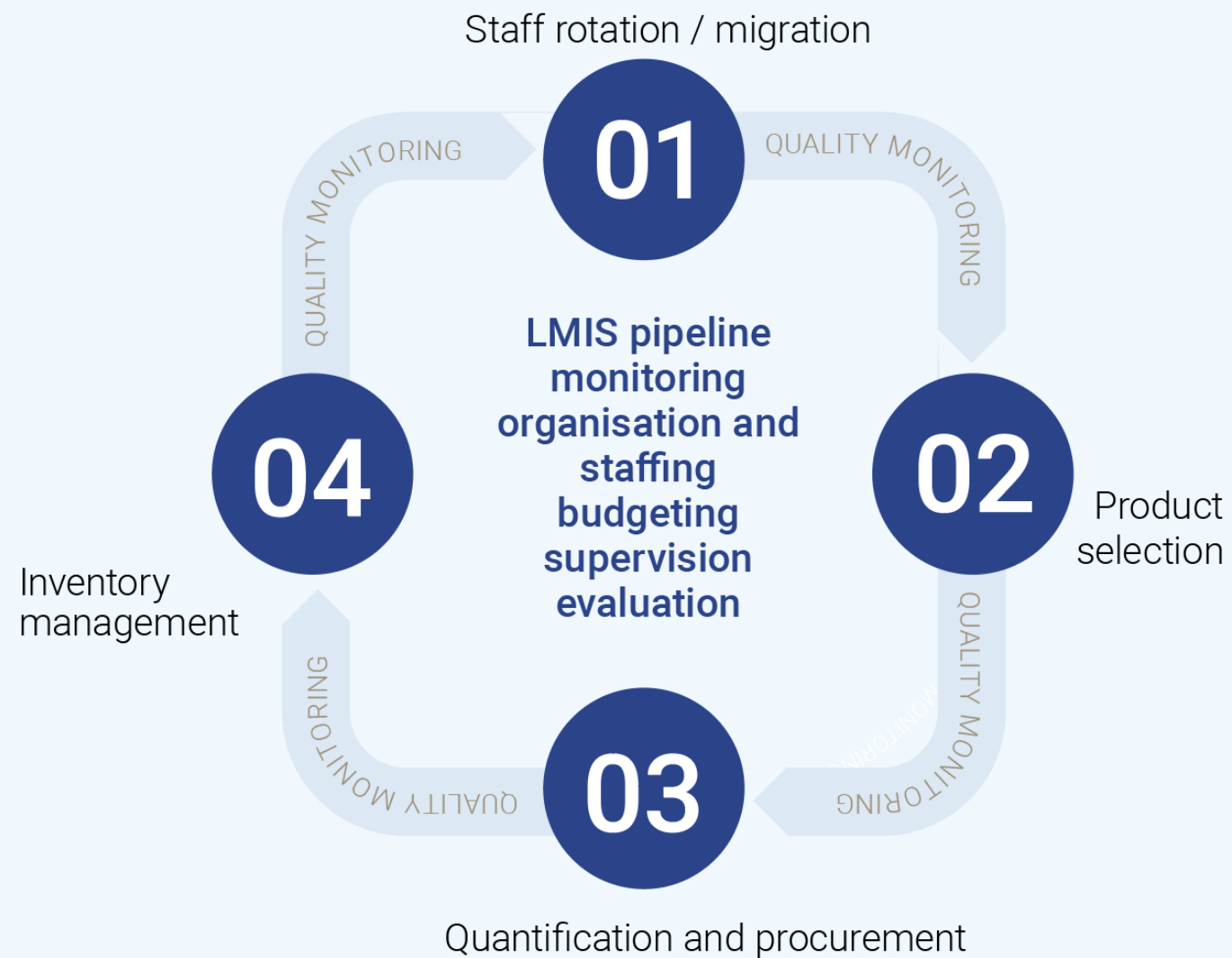
Civil society



Policies and regulations that determine requirements of supply chain personnel and influence career paths

# SCM Competencies

## People that deliver competency framework for health supply chain management



EXAMPLE:

Competency	Behavioural competencies
1.1 Select the appropriate product	<p>Describe the broad concepts of National Medication Policy, Essentials Medicine Lists, Essential Equipment Lists, Standard Treatment Guides and “Dangerous Drug” (DDA) or narcotics Policy</p> <p>Use the processes required to add and subtract items from the Essential Medicines List and the Essential Equipment List</p> <p>Follow the process required to alter standard treatment guidelines, dangerous drug policy and national medication policy</p> <p>Confirm the type of supplies and services that are required</p>



# The supply

## Competency areas and behaviours

Knowledge, skills and abilities needed for the job

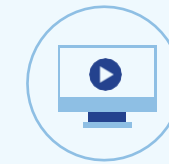


## Paths to professionalisation

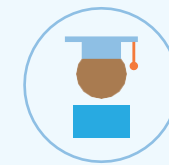
Professional development and academic accreditation



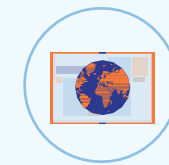
Professional accreditation



Short courses



Academic accreditation



Fill the knowledge gap

# How to catalyse & stimulate the SCM labour market?

Supply



Demand

Mapping of  
Education for  
Health Supply  
Chains

Library of  
competencies  
and designations  
for health  
supply chains

Collection of  
roles and job  
descriptions  
for health  
supply chains

Implementation approach for health supply chains

# Practical Application

PtD SCM Professionalisation Framework can be used by:

Governments to define standards



Employers to define competency needs

Institutions of learning to define teaching

Employees to map careers

# The need for transformation

## *Do your leaders*

*...face supply chain challenges that have defied past attempts to solve them?*

*...need to mobilize people to drive Transformational Change in the health supply chain?*

*...need to lead during times of uncertainty or ambiguity?*

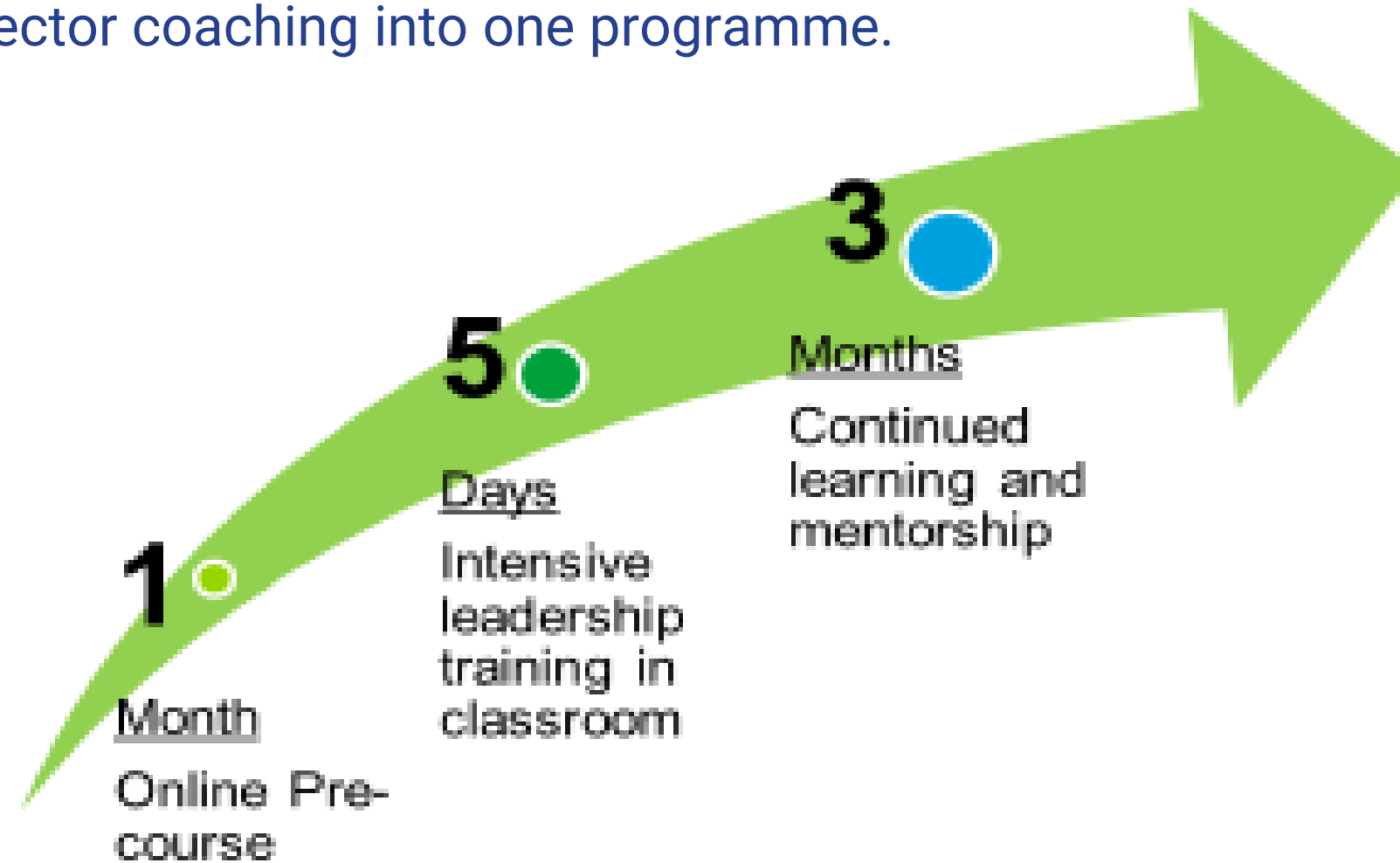
*...welcome new ways to connect, lead and learn with other public and private practitioners?*





# Strategic Training Executive Program (STEP 2.0) to train leaders

STEP's 1-5-3 blended learning concept combines individual preparation, facilitator-led workshops, challenge application and private sector coaching into one programme.



*Prepare*                      *Plan*                      *Implement*  
**SCM workplace Transformation Challenge**

# Practical application

You can use this leadership and change management development program for:

- **ORGANISATIONAL TEAMS:**
  - Help teams make changes within their area of responsibility within the supply chain
- **COLLABORATION BETWEEN COUNTRIES:**
  - Sharing challenges and solutions to region SCM issues

# Country example: Rwanda

2018: Deep Dive Theory of Change

2019: Whole of labour market analysis

2021: SCM Professionalisation  
Framework implementation - Project  
Charter in place, defining roles and  
responsibilities

2022: SCM process mapping to SCM  
roles, starting with Rwanda Medical  
Stores





# Reflect on your country and regional context

- What are your SCM workforce challenges?
- Could you use the:
  - PtD Theory of change to optimise supply chain performance in your organisation?
  - PtD Professionalization framework to understand and stimulate the SCM labour market?
  - Strategic Training Executive Program (STEP) to train SCM leaders in your country or across the region?





# STANDING UP FOR THE HEALTH SUPPLY CHAIN WORKFORCE

The **convenors** of diverse organisations  
The **leaders** in technical information  
The **advocates** of supply chain professionals

## Goal:

An advocacy initiative where we aim to create a competent, supported, and adequately staffed supply chain workforce that is deployed across the public and private sectors within the health system.



# Registration now open for the PtD Global Indaba



12-13 OCTOBER 2022

## PtD GLOBAL INDABA

A Forum on Human Resources for Health Supply  
Chain Management

**Register now!**

[ptdevents.org.za](https://ptdevents.org.za)

# THANK YOU!

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Promoting sustainable workforce excellence  
in health supply chain management

