



Promoting sustainable workforce excellence
in health supply chain management

**Human Resources for Health Supply Chains:
Stepped Approach for HR Capacity
Development in Health SCM**

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Contents

Overview	2
Stepped Approach for HR Capacity Development in Health SCM	3
Summary of problems that may be revealed by a HR for SCM assessment with suggested actions	4
Toolbox: HR for Health SCM	6
Case Studies and Global Toolkits	10
Evidence Supporting Need for HR in Health SCM	11
Tools to Support Advocacy	13

Overview

Strong supply chains are essential for positive health outcomes and require a competent, recognized and supported supply chain workforce with significant technical and managerial capacity. This document presents a stepped approach to systematically assess HR for SCM in country contexts and provides supporting tools and guidance.

This document is designed for use by managers and leaders responsible for the development of health supply chains.

This document contains active web links to suggested tools and guidance. An electronic copy can be found at www.peoplethatdeliver.org

For more information on the content of this document please e-mail: info@peoplethatdeliver.org

The PtD Stepped Approach to Human Resources Capacity Development in Health Supply Chain



Step 1:
Engage local supply chain stakeholders to assess the current needs for HR management and capacity development

[Human Resource Capacity Development in Health SCM: Assessment Guide and Tool](#) USAID|DELIVER

This assessment methodology and planning tool assists health supply chain managers assess and improve the management and capacity development of their human resources by engaging local SCM stakeholders in five interrelated building blocks: engaged stakeholders, optimize policies and plans, workforce development, increase performance and workforce retention, and professionalize SCM.

The tool identifies opportunities for improvement and aids in the development of an HR capacity development plan that compliments broader supply chain strengthening and health system strengthening efforts.



Step 2:
Map out the skills, knowledge and abilities of the supply chain workforce by using a competency framework

[The PtD Competency Compendium for Health Supply Chain Management](#) People that Deliver

This competency compendium demonstrates how to create SCM competency frameworks for different cadres of supply chain workers. The compendium draws on 20 competency frameworks and related documents from a number of global organizations.

[The PtD Health Supply Chain Competency Framework for Managers and Leaders](#) People that Deliver

This globally validated framework has 6 domains; Technical (Selection and quantification, Procurement, Storage and Distribution, Use), and Managerial (Resource Management, Professional and Personal), with 33 competency areas.

The framework defines the skills, competencies and associated behaviors that are required for effective supply chain management. It can be used to map existing competencies with desired competencies at all levels of the system and inform a capacity development plan to address the gaps, therefore defining what is needed for sustainable health SCM.



Step 3:
Include HR management and capacity development into an integrated supply chain strategy

[Process Guide and Toolkit for Health Supply Chain Systems Strengthening](#) UNICEF

This toolkit brings together all the elements defined in steps 1 to 3 and other resources to support countries in developing an integrated strategic plan for health supply chains that contains a strong HR component.







Step 4:
Create a costed capacity development implementation plan

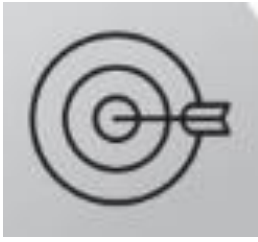
[Country Guide: Applying for Health Supply Chain Management Development Funds](#) People that Deliver

This guide is created to support health supply chain managers in their application for funding, as there is no direct funding stream for HR in SCM.

Summary of problems that may be revealed by a HR for SCM assessment with suggested actions

Building Block	Problem	Action
1. Engaged Stakeholders 	HR for SCM not an MoH priority	Develop an advocacy plan and engage with MoH leaders
	No SCM stakeholder group	Engage with other stakeholders and develop national health supply chain working groups
	Inadequate leadership of supply chain strategic planning and operations	Develop SCM leaders
2. Optimize Policies and Plans 	No recruiting policies and SOPs	Review and create HR policies
	No SCM strategic plan	Create a strategic plan using results from HR for SCM Assessment
	No HR workforce plan for SCM	Create an HR plan using workload evidence
	No SCM SOPs	Access model SOPs
	No budget allocation for HR for SCM	Learn how to budget for HR and work with stakeholders to develop appropriate HR budgets
	No SC organizational structure that identifies a career path	Review other SCM organizational structures for ideas, map your organizational structure
3. Workforce Development 	No defined competency frameworks for all cadres and levels	Apply the PtD competency compendium and tools
	No job descriptions	Review sample SCM job descriptions and develop SCM education and training plan with stakeholders
	No adequate SCM education and training opportunities	Review available courses and develop SCM education and training plan with stakeholders
4. Increase Performance and Retention 	No defined competency frameworks for all cadres and levels	Apply the PtD competency compendium and tools
	No job descriptions	Review sample SCM job descriptions and develop SCM education and training plan with stakeholders
	No adequate SCM education and training opportunities	Review available courses and develop SCM education and training plan with stakeholders

5. **Professionalization of SCM**



SCM personnel are not linked with a professional organization

Encourage professionalization in your system, and inform personnel of possible organizations to join

TOOLBOX: HR FOR HEALTH SCM

ENGAGED STAKEHOLDERS

[Advocacy toolkit for professionalization and systematic approach to HR for HSCM](#)

People that Deliver

Government and health supply chain leaders need to be aware of the importance of health supply chains to improve health outcomes. PtD has put together this toolkit, which includes four tools to aid advocacy efforts: (1) a 2-page brief that outlines key messages, (2) a 2-page brief that describes People That Deliver, (3) an advocacy slide presentation that can be adapted for particular contexts, and (4) links to a variety of advocacy videos on the importance of health supply chains and the need to focus on human resources in health and (5) Making Smart Investments - Facilitator Guide and Slides.

[Tips and Tools for Strengthening Contraceptive Security Committees](#)

K4Health

The Toolkit for Strengthening Contraceptive Security Committees provides tips and tools that countries can use to improve the effectiveness and sustainability of their contraceptive security (CS) committees.

[Guidelines for Forming and Sustaining HR for Health Stakeholder Leadership Groups](#)

CapacityPlus

These stakeholder leadership group (SLG) guidelines are intended to provide a practical, clear, and user-friendly set of actions that human resources for health (HRH) leaders at the country level can take to successfully launch and sustain SLGs.

[Leadership Management & Governance Project \(LMG\)](#)

MSH

This USAID-funded project is collaborating with health leaders, managers, and policy-makers at all levels to show that investments in leadership, management, and governance lead to stronger health systems.

OPTIMIZE POLICIES AND PLANS

[Procurement and Supply Management \(PSM\) Toolbox](#)

WHO

This platform maintained by i+solutions and managed by WHO/AMDS is a database that lists available PSM tools and is presented in the form of a search engine to find and select PSM tools that are needed for a particular PSM technical area of interest.

[Recruiting Supply Chain Professionals: A Guide for Finding and Selecting Performers](#)

USAID|DELIVER

This ready reference guide leads users through the steps required to hire the right supply chain professionals, in the right quantities, with the right skills, in the right place, at the right time, and for the right salaries. It also includes templates that will be helpful at each stage of the process.

Workload Indicators of Staffing Need (WISN)

WHO

The WISN method is based on a health worker's workload and determines how many health workers of a particular type are required to cope with the workload of a given facility and assesses the workload pressure of the health workers in that facility.

Resource Requirement Tool (RRT) Guidelines

WHO

RRT is an Excel-based tool to apply to: (i) estimate the resources required for meeting their HRH plans; (ii) analyze the plans' affordability; (iii) simulate "what if" scenarios; (v) contribute to the development of the cost and financing component of Human Resource Management Information Systems.

HR for Health: Models for projecting workforce supply and requirements

WHO

WHO suggested projection models to facilitate the long-range planning of health personnel. This document describes Version 3.0 of these models and provides instructions in their use.

WORKFORCE DEVELOPMENT

LAPTOP (Learning and Professional Training Opportunities for Public Sector Health Commodity Managers)

RHSC, IAPHL, People that Deliver

LAPTOP serves as an information clearinghouse on professional development opportunities for health commodity managers in developing countries. The database includes courses that focus on the development of practical skills that have the potential to result in more professional management of public sector supply chains and therefore in improved product availability in country. These include classroom-based courses and workshops, self-directed distance learning programs, and degree programs.

Scaling Up Health Workforce Education: Guide for Bottlenecks and Best Buys Approach

CapacityPlus

This CapacityPlus tool is designed to help educational institutions identify obstacles to increasing the production of competent & qualified graduates that can be overcome through strategic investments.

eLearning for undergraduate health professional education - a review

WHO

This review provides evidence to inform and guide health professional education as an important vehicle in preparing health professionals to be 'fit-for-purpose'.

Supply Chain Performance Improvement Program at the Central Medical Store in Namibia

SCMS

This report documents a modular, adaptable three phase approach (Initiation, On-site training, Post-Review), to build capacity in Central Medical Store (CMS) staff in ISO-accredited warehousing best practices in Namibia

Transformation and scale up of Health Professionals' Education and Training

WHO

These guidelines are part of the WHO program on the Rapid Scaling Up of the Health Workforce.

A Global Improvement Framework for Health Worker In-service Training: Guidance for Improved Effectiveness, Efficiency and Sustainability

USAID ASSIST PROJECT

This short report describes the improvement framework for in-service training programs that was developed by the USAID Health Care Improvement Project in collaboration with key stakeholders. The report describes the final set of 40 in-service training improvement recommendations developed through a consensus process with representatives of key stakeholder groups.

Initiating In-Country Pre-Service Training in Supply Chain Management for Health Commodities: Process Guide and Sample Curriculum Outline

USAID|DELIVER

This process guide and sample curriculum outline offers programs, governments, and projects interested in implementing PST for supply chain management of health commodities a general understanding of the process, stages, steps, and activities required for initiating a successful PST training program.

A Global Framework for Quality Assurance of Pharmacy Education

FIP

This document provides a framework for developing and assuring ongoing quality education at the academic level. Pharmacy is used as an example, while the principles can be applied to all academic education.

INCREASE PERFORMANCE AND STAFF RETENTION

Performance Management Toolkit

USAID|DELIVER

This kit provides step-by-step guidance and resources for health supply chain workers with performance management responsibilities. The toolkit gives you practical advice and ready-to-use tools, including templates for writing job descriptions, tips for goal setting, guidance on supportive supervision, and sample forms for employee evaluation.

Supportive Supervision of Supply Chain Personnel (Video)

USAID|DELIVER

This short animated video provides examples of supportive supervision best practices, and suggests specific steps on how to conduct a successful supportive supervision visit for facility-level supply chain staff. The video provides practical advice and tips for management level staff on how to be an effective, supportive supervisor for supply chain activities.

Commercial Sector Performance-Based Financing Offers Lessons for Public Health Supply Chains in Developing Countries

USAID|DELIVER

This brief explores ways that health supply chain managers can adapt commercial sector performance incentives to improve supply chain performance.

Performance-Based Incentives for Public Health Supply Chains: Training Toolkit

USAID|DELIVER

This training toolkit introduces the basics of performance-based incentive (PBI) schemes for the public health supply chain. It includes everything trainers need to conduct a training workshop, from a training PowerPoint and facilitator notes to a sample agenda and PBI flash cards.

Application of Discrete Choice Experiments to Identify Health Workers' Employment Preferences

WHO

The Discrete Choice Experiment (DCE) methodology described in this user guide is a quantitative research method that can measure the strength of preference and trade-offs of the health workers toward different job characteristics that can influence their decision to take up rural postings.

Options Guide: Performance-Based Incentives (PBI) to Strengthen Health Supply Chains

USAID|DELIVER

This guide is intended to facilitate the development of successful PBI initiatives to strengthen supply system performance in low- and middle-income countries.

Increasing access to health workers in remote and rural areas through improved retention

WHO

WHO proposes sixteen evidence-based recommendations on how to improve the recruitment and retention of health workers in underserved areas. It also offers a guide for policy makers to choose the most appropriate interventions, and to implement, monitor and evaluate their impact over time.

PROFESSIONALIZATION OF SCM

Professionalization of Under-Recognized Health Worker Cadres

CapacityPlus

This brief provides an overview of the Life Cycle Approach, which has been developed to systematically address all the crucial steps in the professionalization of under-recognized health worker cadres.

Engage with health SCM professional organizations

- **IAPHL**: International Association of Public Health Logisticians
- **APICS** : American Production and Inventory Control Society
- **CIPS** : Chartered Institute of Procurement and Supply
- **CILT** : Chartered Institute of Logistics and Transport
- **CSCMP** : Council of Supply Chain Management Professionals
- **Technet 21** : Technical network for strengthening immunization services

CASE STUDIES AND GLOBAL TOOLKITS

PtD HR for SCM organization case studies: Imperial Health Sciences and Sudan

LMI

These case studies document HR for SCM approaches within organizations. Imperial Health Sciences and the Government of Sudan are featured.

HR for SCM: Perspectives from Supply Chain Leaders, Gavi Alliance People and Practices Working Group

These case studies highlight the experience of a range of supply chain managers, providing insights into

HR approaches of private companies and noting key points that may be applied to country contexts.

PtD Namibia Synthesis report PtD Namibia

People that Deliver

Results and Recommendations from the collaboration of the “People that Deliver” Initiative, the Ministry of Health and Social Services, SCMS and CapacityPlus, 2015.

Immunization Supply Chain Managers HR support package

Gavi Alliance People and Practices Working Group

This kit provides a grouping of the HR tools and approaches put together by the Gavi Alliance People and Practices Working Group.

The Family Planning Logistics Toolkit

K4Health

This toolkit shares evidence-based guidance and tools for strengthening and managing family planning logistics systems.

Promising Practices in Supply Chain Management - Series of Briefs

UN Commission

These briefs provide ministries of health and partners with guidance on ways in which countries have addressed supply chain barriers and challenges including HR.

A Realist Review: HR Development in SCM of Health Commodities

People that Deliver

This review presents a systematic analysis of what publicly available UN literature articulates concerning issues regarding human resources in health supply chains

IAPHL – PtD Discussion on HR in SCM

People that Deliver

This report summarizes the discussion around three HR for SCM themes: i. HR as a barrier to effective health supply chains ii. Taking a systematic approach to human resources for supply chain management iii. Pre service education and continual professional development.

IAPHL – Gavi Discussion on HR in SCM

2015

Gavi, The Vaccine Alliance, in coordination with the People and Practices Priority Working Group of the Gavi Alliance Immunization Supply Chain Strategy, asked IAPHL members to participate in a discussion about human resources (HR) in supply chain management (SCM). The aim of this discussion was to better understand the academic profiles, career paths and job descriptions of supply chain managers.

Gavi Alliance Supply Chain Strategy Evidence Review

This review led by the Gavi Alliance People and Practices Working Group supports the proposed hypotheses on HR in SCM, and the recommended interventions for countries looking to strengthen HR.

PtD submission to GHWA Global Strategy on Human Resources for Health

People that Deliver

This submission assembles the currently available evidence supporting the need to focus on the human resources in health logistics and supply chain.

The 7 Habits of an Effective Health Supply Chain Professional

Pamela Steel

Pamela Steele, invited members of the International Association for Public Health Logisticians (IAPHL) to participate in an online discussion on *'the habits of a highly effective health supply chain practitioner'*

Specific contributions made by the IAPHL members are summarized [here](#).

Applying the HRH Action Framework to Develop Sustainable Excellence in the Health Supply Chain Workforce, CapacityPlus

This technical brief creates a bridge between the SCM and HRH communities by describing how the HRH Action Framework can be applied to strengthen the health supply chain workforce, drawing on lessons learned and successes from applications in the wider health sector.

Literature Review, EN, FR

People that Deliver

This paper presents the results of a review of published literature related to workforce excellence in supply chain management in developing countries.

Situation Analysis, EN, FR, SP

People that Deliver

This paper examines the current situation for healthcare supply chains in low- and/or middle-income countries (LMICs), how the public and private healthcare supply chains in these countries are organized, and how they perform using some key availability and affordability indicators.

Landscape Analysis on Future Immunization Supply and Logistics Systems

Project Optimize

The analysis allows better understanding of the work underway by all global stakeholders in this area.

These tools equip and guide SCM leaders and managers to engage in advocacy efforts with government leaders and decision makers.

TOOLS TO SUPPORT ADVOCACY

WHO is PtD and how does it operate?

People that Deliver

A one-page brief that describes who PtD is, its vision, mission, and strategic goals.

WHY HR in health SCM are important and HOW can they be strengthened? SP People that Deliver

A two-page brief that outlines the key messages describing the importance of HR for SCM and how country based change can take place.

Workshop Material Making Smart Investments - Facilitator Guide and Slides

People that Deliver

This guide with resources, provides a customizable approach to orienting small-to-medium sized groups on the role and impact of HR in health SCM.

United Nations Children's Fund. 2010. Advocacy Toolkit: A Guide to Influencing Decisions that Improve Children's Lives.

UNICEF

The toolkit draws from UNICEF's long standing experience, systematizing and coordinating both internal and external advocacy expertise, as well developing a few innovative approaches. The Toolkit provides a set of practical tools to help UNICEF staff and partners in the development and management of their advocacy work.

PEOPLE THAT
DELIVER

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