SCM Professionalisation Framework

WORKSHOP PRESENTATION

Promoting sustainable workforce excellence in health supply chain management
Overview

SCM Professionalisation Framework

Who we are

Why do we focus on HR for SCM

Meeting the needs of the future supply chain workforce

Understanding labour markets

Supply and demand

SCM labor market analysis in Rwanda

How to catalyse and stimulate the SCM labor market?

Four components of the SCM professionalization framework
Why do we focus on HR for SCM?

Issues facing HR in SCM

- Fragmentation of the responsibility for managing the overall performance of the supply chain
- Lack of planning & financing for the supply chain workforce
- Lack of development & credentialing of supply chain managers
- Lack of accurate job descriptions
- Lack of professional development & professional association
Increasing pressure on health supply chains

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
Meeting the needs of the future supply chain workforce

Requires systems thinking!
Recognition that the SC workforce is more than warehouse clerks and managers, but includes regulatory & procurement functions, data analytics, strategic management and leadership.

Understanding SC labour markets
The educational and training institutions that output qualified workers

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

Dynamics that influence movements of SC workers between organizations and between sectors

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

Across different sectors
Public
Commercial
Civil Society
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.
Understanding labour markets

Supply
of a competent SCM workforce: employees

Demand
for a competent SCM workforce: employers
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
SCM Competencies

People that deliver competency framework for health supply chain management

1. Staff rotation / migration
2. Product selection
3. Quantification and procurement
4. LMIS pipeline monitoring, organisation and staffing, budgeting, supervision, evaluation

EXAMPLE:

Competency | Behavioural competencies
--- | ---

1.1 Select the appropriate product

- Describe the broad concepts of National Medication Policy, Essentials Medicine Lists, Essential Equipment Lists, Standard Treatment Guides and “Dangerous Drug” (DDA) or narcotics Policy
- Use the processes required to add and subtract items from the Essential Medicines List and the Essential Equipment List
- Follow the process required to alter standard treatment guidelines, dangerous drug policy and national medication policy
- Confirm the type of supplies and services that are required
The demand
Availability of qualified staff: geographical split

Emerging regions
Please indicate the availability of employee groups by country for the following four employees group of your country

![Bar chart showing availability in emerging regions]

- Operative: 35%
- Admin: 35%
- Supervisor: 35%
- Manager: 52%

- In emerging markets, main shortage is at the managerial level

Developed regions
Please indicate the availability of employee groups by country for the following four employee groups in your country

![Bar chart showing availability in developed regions]

- Operative: 44%
- Admin: 32%
- Supervisor: 33%
- Manager: 38%

- In developed countries, main shortage is at the operative level
### Benefits of Professionalisation

| **Defined standard of competence for a set of tasks within the supply chain** |
| **Improved supply chain management outcome** |
| **Creation of a pool of correctly skilled workforce in private & public** |
| **Scalable method of creating continuous flow of correctly skilled individuals** |
| **Create a sense of identity & prestige** |
| **Exponential improvement in supply chain management practices deployed in country** |
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
How to catalyse & stimulate the SCM labour market?

Supply

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

Demand

Implementation approach for health supply chains
Mapping of education for health supply chains

<table>
<thead>
<tr>
<th>Role</th>
<th>Example Pathways</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate</td>
<td>e.g. Skills Programs</td>
</tr>
<tr>
<td>Practitioner</td>
<td>e.g. Diploma, Skills Programs</td>
</tr>
<tr>
<td>Specialist</td>
<td>e.g. Bachelors Degree, APICS CLTD</td>
</tr>
<tr>
<td>Professional</td>
<td>e.g. Masters, High Degree, APICS CSCP</td>
</tr>
<tr>
<td>Leader</td>
<td>e.g. Masters, PhD, APICS CSCP</td>
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</tbody>
</table>

- Academic and professional education pathways that align with the suggested job roles and job descriptions
- Job roles are aligned with a career path for SCM professionals that can be adopted by professional associations and/or professional councils
- Shows clear education and career pathways for SCM professionals across the competency framework
- Moving between "Plan" through "Return" and from "Associate" to "Leader"
Mapping of education for health supply chains

Library of competencies and designations for health supply chains

- Forms the core of the SCM professionalisation framework
- Standard competencies that includes technical and managerial elements
- Includes a maturity approach as staff move from "Associate" to "Leader"
### Mapping of education for health supply chains

#### Collection of roles and job descriptions for health supply chains

<table>
<thead>
<tr>
<th>Associate</th>
<th>Practitioner</th>
<th>Specialist</th>
<th>Professional</th>
<th>Leader</th>
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<td>E.g. Clerk – Receiving</td>
<td>E.g. Officer – Receiving</td>
<td>E.g. Manager - Logistics Planning</td>
<td>E.g. Lead - Procurement</td>
<td>E.g. Director – Public Health Supply Chain</td>
</tr>
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- Range of SC roles with associated job descriptions that spans the width of SCM competencies
- Includes example organograms and job descriptions, including reference to key performance indicators
- Aligned with the designations and career maturity (e.g., from associate to leader)
- Aligned to the education and training
Implementation approach for health supply chains

Implementation approach
A new approach to health SC workforce skills development

S1 Advocacy
- Identify environment
- Identify project team

S2 Define scope
- Stakeholder buy-in
- Awareness building
- Confirm scope

S3: HR4SCM building blocks
- 3.1 SC process activity selection
- 3.2 Role alignment
- 3.3 HR requirements analysis
- 3.4 Role-based competency assessment
- 3.5 SC & HR performance alignment

S4 Improve
- 4.1 Develop professionalisation plan
- 4.2 Create personal development plans
- 4.3 Develop capacity development plan (CDP)
- 4.4 Organisation improvement summary

S5 Implementation and Monitor
- 5.1 Rollout CDP
- 5.2 Onboard for business as usual
- CDP approval
- Actual training Report (ATR)
- Identify environment
- Identify project team

1.1 Pre-research
1.2 Stakeholder analysis
1.3 One-on-one overview

2.1 Compile preliminary reports
2.2 Introduction workshop
2.3 Define working groups
2.4 Implementation project charter

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**Implementation approach**
- A new approach to health SC workforce skills development

**Implementation approach steps**
- Pre-research
- Stakeholder analysis
- One-on-one overview

**Specific steps**
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- 1.2 Stakeholder analysis
- 1.3 One-on-one overview
Implementation approach for health supply chains

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**Begin next approach**

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- 1.2 Stakeholder analysis
- 1.3 One-on-one overview
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**4.1 Develop professionalisation plan**
- Personal development plan
- Professionalisation plan

**4.2 Create personal development plans**
- Personal development plan
- Professionalisation plan

**4.3 Develop capacity development plan (CDP)**
- Capacity development priorities

**4.4 Organisation improvement summary**
- Personal development plan
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**Activities**
- Capacity development priorities
- Capacity development plan (CDP)
- Personal development plan
- Professionalisation plan
- CDP approval
- Pre-research
- Stakeholder analysis
- One-on-one overview
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