

Building Human Resources for Supply Chain Management: HR4SCM Theory of Change



Our Vision

People that Deliver envisions a world where health supply chain workforces are empowered and equipped to improve health outcomes by increasing access to health commodities in the most cost-effective way possible.

Our Challenge

Like all chains, supply chains are no stronger than their weakest link. Although hundreds of millions of dollars in commodities flow through the health supply chain (SC) system, the critical, strategic function of the supply chain within health systems is rarely acknowledged—and the SC workforce seldom has the right technical and managerial competencies to perform optimally or the empowerment to affect supply decisions and policies. Insufficient numbers of competent staff can cause breakdowns in SC systems and lead to poor system performance.

The SC workforce includes a variety of people dedicated to fulfilling logistics activities at national, district, and health facility levels, such as pharmacists, logisticians, SC managers, data managers, and warehouse and transport personnel. The workforce also includes key personnel who contribute only a portion of their time to SC functions, such as doctors, nurses, and other clinical and administrative staff, all of whom function within a coordinated system to provide appropriate and affordable medicines and commodities.

A theory of change (TOC) describes how a desired change is expected to occur. A TOC provides a useful basis for strategic planning, by providing a foundation for developing strategies—such as to manage the quantity, type, and capacity of human

resources required to operate health supply chains. It also serves as a foundation for monitoring and evaluation, by specifying how to measure activities undertaken to make change. A TOC also captures complexity in a concise form and allows users to understand how a number of program activities link to one another and lead to program goals.

Our Four Pathways to Success

The Human Resources for Supply Chain Management Theory of Change (HR4SCM TOC) analyzes the conditions needed to ensure that workers at every level are performing optimally, in order to fulfill all the necessary functions of an effective SC system. Four pathways—Staffing, Skills, Working Conditions, and Motivation—are necessary to build human resources for effective SC management.

Our Long-Term Outcome

A competent, adequately staffed workforce, with the skills to operate the SC effectively, is a key performance driver of supply chains. The four critical pathways build the main components required to reach the long-term outcome: that work performance is optimized. Programs must address all four key pathways, through a crosscutting approach, in order to optimize workforce performance.

Our Foundational Principle

Recognizing the importance and complexity of SC management is essential to building national health systems where well-managed supply chains provide critical commodities and allow for health care delivery. Acknowledging the importance of the SC supports efforts across the HR4SCM TOC.

Staffing

All critical SC positions and/or competencies are filled.

Skills

Workers apply their skills as appropriate at every level of the SC.

Working Conditions

Working conditions support performance.

Motivation

SC workers are motivated to do their jobs.

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