Building Human Resources for Supply Chain Management
Theory of Change

SECOND EDITION

Acknowledgements

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Foreword

The People that Deliver (PtD) coalition was born out of the shared recognition that no health programme can succeed without the people who manage the supply chains that make health products available. Over the past decade, this insight has grown from an advocacy message into action.

The Building Human Resources for Supply Chain Management Theory of Change (ToC) has been one of PtD's most influential contributions to this effort. Since its launch in 2018, governments, donors and implementing partners have used the TOC to plan, implement and assess workforce-strengthening interventions. It has served as a compass—linking staffing, skills, working conditions and motivation to supply chain performance and health outcomes.

But the world has changed; since 2018, health systems have faced unprecedented shocks—from pandemics to climate disruption—and have had to adapt in real time. At the time of writing (June 2025) there have also been significant cuts to international development spending and there has been a reduction in international support for immunisation and health product supply chains. This means that our approach must change. Many organisations are already taking steps to ensure their programmes are diverse, equitable, inclusive and accessible, in a bid to attract and retain a qualified, skilled and motivated workforce

This 2025 edition of the TOC retains the technical rigour and practical orientation of the original framework but strengthens it with insights gained from country implementation and new global evidence. It now integrates diversity, equity, inclusion and accessibility (DEIA) throughout every pathway, assumption and tool in recognition that health supply chains must attract women, youth and marginalised groups if they are to appropriately reflect and serve the communities they are built to support.

The revised TOC reflects our collective commitment to transform not just the technical functions of supply chain management, but also the institutional culture, leadership structures and professional pathways that underpin it.

We invite governments, donors, practitioners, educators and civil society to engage with this updated TOC—not only as a planning tool but as a blueprint for inclusive, resilient and effective health supply chains. Together, we can ensure that every person can access the products they need in recognition that behind every supply chain there must be people who are skilled, valued and empowered.

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Contents

People that Deliver (PtD)

People that Deliver (PtD) is a global coalition of over 30 organisations working to professionalise and strengthen the health supply chain workforce. PtD was established in 2011, when 79 organisations convened at the World Health Organization (WHO) and pledged to strengthen the health supply chain workforce and promote the professionalisation of the supply chain roles within the broader health system. PtD advocates to governments, international development organisations and donors that supply chain management is a critical strategic function of health systems, and that building a professional, empowered and inclusive health supply chain workforce is both a national priority and a shared global responsibility.

Over the past decade, PtD has earned the reputation as the global technical leader in human resources (HR) for health supply chain management (SCM). This reputation has been built through technical leadership and through its work with countries and donors, it has fostered trust throughout the global health supply chain community. PtD was founded in response to the need for a professionalised health supply chain workforce, which remains central to PtD's mission.

The coalition's flagship tool, the Building human resources for SCM theory of change (TOC), is recognised as the gold standard for addressing staffing, skills, motivation and working conditions in health SCM. Complementing this, the SCM professionalisation framework drives PtD's efforts to elevate SCM as a crucial profession within health systems. PtD also recognises that an equitable and inclusive workplace is key to building a productive, innovative and resilient supply chain workforce.

Our vision

PtD envisions a world where health supply chain workforces are empowered and equipped to optimise health outcomes by improving access to health products.

Our goal

Our goal is to create a competent, supported and adequately staffed supply chain workforce that is deployed across the public and private sectors within the health system.

Strategic objectives (2024–2029)

As the PtD coalition has grown and evolved, so have its ambitions and objectives. While its role began with advocacy, PtD now leads on implementation and technical leadership. The coalition is guided by three strategic objectives.

1. Professionalisation

Support countries to institutionalise SCM as a recognised, well-defined profession through tools such as the SCM professionalisation framework and the STEP 2.0 leadership programme.

2. Advocacy

Implement evidence-based advocacy by showcasing the results of SCM workforce interventions and promoting investments in the supply chain workforce.

3. Sustainability

Strengthen PtD's financial sustainability and foster partnerships that promote locally led workforce development.

Acronyms

DEIA	Diversity, equity, inclusion and accessibility
EEO	Equal employment opportunity
GHSC-PSM	Global Health Supply Chain Program – Procurement and Supply Management
HR	Human resources
HR4SCM	Human resources for supply chain management
JD	Job description
LMIC	Low- and middle-income country
MOH	Ministry of health
PtD	People that Deliver
SC	Supply chain
SCM	Supply chain management
TOC	Theory of change
USAID	U.S. Agency for International Development
WHO	World Health Organisation

1. The Theory of Change diagram

Building Human Resources for Supply Chain Management: A Theory of Change
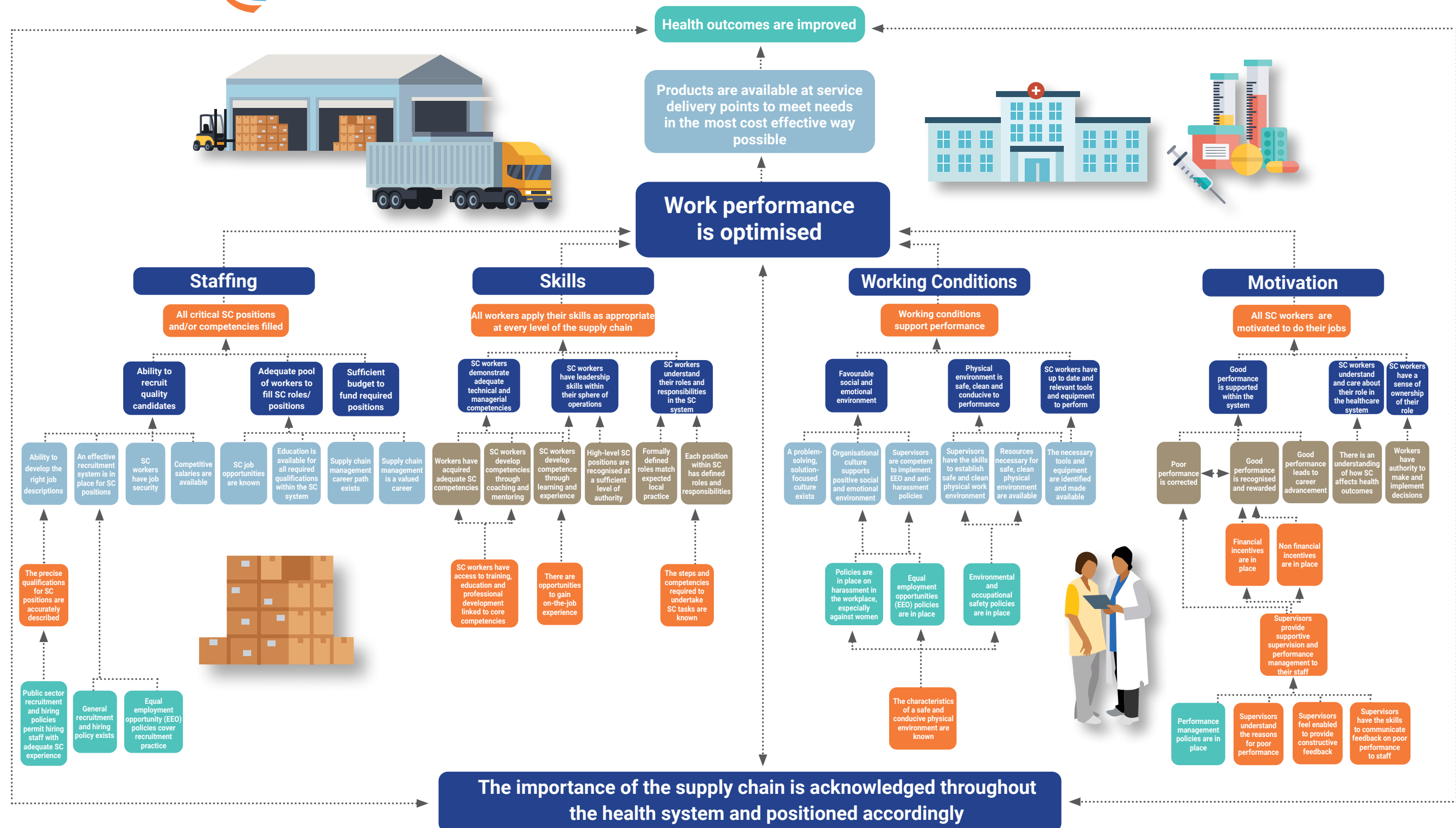
2. Introduction

While large volumes of health commodities flow through a country's health supply chain (SC) system, in low- and middle-income countries the strategic function of the SC within health systems is often overlooked. This means that the health SC workforce seldom has the technical and managerial competencies to perform optimally, or the authority to influence supply decisions and policies.

The health SC workforce spans national, district and health facility levels, comprising pharmacists, logisticians, SC managers, data managers, warehouse and transport personnel, and other professionals who dedicate part of their roles to SC functions, such as doctors, nurses and administrative staff. In many LMICs, the health system lacks sufficient numbers of trained personnel to effectively manage health SC.

Many of these countries have significant gaps in technical capacity and knowledge among their existing SC workforce, often due to limited experience or formal training.[1,2] Additionally, professionalised supply chain career paths are often missing from formal education programmes or civil service structures.[3] Without professionalisation, the development of a skilled, sustainable workforce with specialised SCM competencies remains out of reach.

Experience from past SC investments reinforces the need for well-defined workforce strategies. Lessons learned from initiatives such as USAID's human capacity development efforts highlight the absence of a clearly articulated pathway connecting HR interventions to supply chain performance.[1] This lack of clarity—compounded by insufficient indicators—has historically made it difficult to evaluate outcomes and optimise investments.

To address these gaps, the Theory of change for building human resources for supply chain management (TOC) was developed. It defines how HR investments in SCM contribute to better SC performance and ultimately supports the availability of health products at service delivery points. Previously, links between investments and SC performance outcomes were neither clear nor well understood. The TOC bridges this gap by providing a narrative and visual framework that maps how and why desired changes are expected to be achieved in specific contexts.

In general, a theory of change:

- Links programme activities to broader goals, detailing how change is expected to occur

- Lists specific expected outcomes and suggests interventions to achieve them

- Serves as a roadmap for planning, monitoring and evaluation[4]

The PtD TOC enables SC practitioners to:

- Map out the pathway of change, linking investments in HR to improvements in SC performance and, ultimately, to enhanced health outcomes

- Acknowledge and assess impact in less tangible areas, such as capacity strengthening

and institutional development

- Offer a foundation for prioritising interventions and investments by illustrating multiple pathways for improving HR in health supply chains, without prescribing specific actions

- Support governments, donors and technical partners in understanding the complex dynamics of HR in health supply chains, facilitating the design of effective programmes and interventions

Reflecting PtD's commitment to diversity, equity, inclusion and accessibility, the updated TOC:

- Promotes inclusive recruitment, retention and advancement practices across the four

pathways: staffing, skills, working conditions and motivation

- Ensures that both public and private sector supply chain organisations can benefit from equitable workforce strategies tailored to their specific contexts.

The TOC deepens our understanding of how different outcomes interrelate and provides detailed insights to help develop country-based strategies for strengthening the SCM workforce. The TOC diagram provides a structured approach to prioritise the workforce interventions needed to enhance health supply chains. By clearly articulating desired outcomes and pathways, planners can more effectively allocate skills, resources and time, and more accurately track progress.

More specifically, a theory of change provides a foundation for:

- Strategic planning—by establishing a defining goal and outcomes to guide action

- Monitoring and evaluation—by identifying ways to measure activities for intended impact

How to use the TOC

- Explaining the causal pathway and change processes that lead to improved workforce performance

- Enhancing understanding of SCM HR systems

- Advocating for strategic investments in the SCM workforce

- Designing SCM HR interventions with maximum impact

- Planning and evaluating HR interventions to improve SCM systems

- Assessing HR management systems effectiveness across staffing, skills, working conditions and motivation

The TOC is organised into two parts

Diagram

A high-visual that helps identify and prioritise workforce interventions needed to strengthen health supply chains. It offers a clear, high-level view of the pathways and components within the TOC.

Narrative

Section 3 explains the rationale and assumptions behind each outcome and component.

Section 4 describes the practical applications of the TOC across different programme contexts.

Annex 2 contains a catalogue of indicators and interventions to track progress on prioritised outcomes.

Supplemental summary brief

A two-page resource with a simplified diagram and a concise overview of the TOC, designed to support advocacy and stakeholder engagement.

3. Critical assumptions

The original TOC published in 2018 included nine assumptions. This updated 2025 version introduces a tenth assumption focused on diversity, equity, inclusion and accessibility. While DEIA did feature in the original version, it is now explicitly embedded across all the assumptions, reflecting its central role in building representative and high-performing supply chain workforce.

These ten assumptions identify key factors for workforce interventions to be effective, helping to anticipate challenges and plan for realistic, achievable results. The more evidence-based and actionable these assumptions are, the more likely it is that programme efforts will produce meaningful and sustained impacts. Each critical assumption is described in detail, supported by evidence and adaptable to country contexts to support programme planning, implementation and evaluation.

1. **Optimising supply chain management work performance will contribute to improved product availability and, ultimately, improved health outcomes.** People power supply chains. An appropriately organised and adequately staffed workforce with the required, specialised technical skill sets is needed to make supply chains function effectively.

2. **Acknowledging the importance of supply chains enhances efforts to optimise workforce performance**. Recognising the importance and complexity of SCM is essential to building national health systems where well-managed supply chains ensure the availability of critical products and allow for health care delivery.

3. **Adopting a crosscutting approach will lead to greater results.** Interventions that work across various levels of the organisation and the SC are more likely to have an effective and sustained impact.

4. **Cadres that perform SCM vary between different country contexts.** The TOC can be applied equally to supply chains managed by various cadres.

5. **The public sector supply chain can leverage private sector best practices to affect change.** The public sector can apply private sector solutions to HR issues to reach desired outcomes. Lessons learned from applying private sector tactics to public sector supply chains have shown that the private sector can play an important role in improving health supply chains.

6. **Health supply chains are often neither entirely embedded in the public sector nor in the private sector.** Supply chains may intersect both public and private sectors through contracting, outsourcing, parastatal entities and/or other hybrid approaches. The pathways and outcomes within the TOC can be applied to any of these scenarios.

7. **Well-functioning human resources management systems—with effective policies and well-defined processes—enable optimised work performance.** Institutional-level outcomes and interventions—such as introducing policies and creating and implementing effective HR management processes—are foundational steps towards building an efficient workforce.

8. **Strengthening the role of SC leadership and supervisors will lead to optimised work performance.** Empowering supervisors and SC leaders will bolster the overall performance of the SC workforce.

9. **Cultivating workers' motivation and skills improves work performance.** Creating opportunities to enhance individual competencies and motivation will lead to improved work performance.

10. **Health supply chain organisations should be representative of the populations they serve to better understand and meet their needs, and achieve improved health outcomes.** By embedding equity, diversity, inclusion and accessibility principles in human resource management systems, processes and procedures, supply chain organisations will be better equipped to serve their communities effectively.

3.1 Optimising supply chain management work performance will contribute to improved product availability and, ultimately, improved health outcomes

The TOC assumes that optimising SCM workforce performance will lead to improved system performance, making health products more reliably available and contributing to better health outcomes.

People power supply chains; as human-run systems, they perform only as effectively as the workforce managing them. An optimised SCM workforce is professionalised, adequately staffed, skilled, equipped, motivated and inclusive. Such a workforce involves specialised training in SCM competencies, clearly defined roles and responsibilities, strong leadership and management systems, and has access to ongoing learning and development opportunities. Embedding diversity, equity, inclusion and accessibility principles in workforce recruitment and development broadens talent pools, driving innovation and responsiveness in supply chain management.[5,6]

Evidence demonstrates that insufficiently trained staff can lead to SC system breakdowns and poor performance, while a professionalised, adequately staffed, skilled, equipped, motivated and diverse workforce performs better across key indicators, including innovation, productivity and employee retention.[7] Optimising workforce performance in this way directly strengthens SCM system performance, product availability and health outcomes.[8]

Incorporating DEIA principles into workforce planning and development attracts talent from underrepresented groups, such as women, people with disabilities and ethnic minorities. This approach expands the talent pool and builds a more resilient and representative supply chain workforce that better meets health system demands.

The TOC's long-term outcome is to create an optimised SCM workforce that ensures reliable and cost-effective availability of health products at service delivery points, contributing to improved health outcomes. While workforce optimisation is essential, external factors—such as funding, infrastructure, government support and broader health system components—also affect product availability. The TOC specifically targets SCM workforce factors to maximise its impact.

The underlying assumption of the TOC is that increased access to and availability of health products leads to improved health outcomes. While cultural beliefs and individual behaviours may influence how communities seek and use these products, overall health outcomes are expected to improve when essential products are consistently available.[1]

Although rigorous studies directly linking HR for SCM interventions to health outcomes are limited due to complexities and confounding variables,[9] the established link between access to medicines and improved health outcomes is well-supported. Strong health supply chains are essential to reducing stock-outs and ensuring treatment access[10]—a belief embodied in the well-known health SCM slogan, "No Product, No Programme."[11]

Reliable SCM improves public health. For example, increased access to vaccines boosts immunisation coverage among children, reducing preventable illnesses, while more reliable HIV treatment availability improves patient outcomes.[1] These examples demonstrate how optimising SCM performance through a skilled and inclusive workforce directly benefits population health.

3.2 Acknowledging the importance of supply chains enhances efforts to optimise workforce performance

The TOC assumes that recognising the strategic importance and complexity of SCM is essential to optimising workforce performance and strengthening supply chain operations. When SCM is acknowledged as a critical function within health systems, it fosters an environment where resources, support and strategic direction are allocated effectively, creating a foundation for improved SCM performance.

Within health systems, well-managed supply chains are crucial for ensuring the availability of essential products and supporting healthcare delivery. Elevating SCM to a strategic priority enhances system-wide performance and enables reliable access to critical health products.

In the commercial sector, leaders recognise SCM as essential to business performance and provide supply chains with the necessary resources and strategic guidance to succeed.[10] A similar approach in health can ensure that SCM receives adequate financial, human and physical resources. The TOC acknowledges this need: having a sufficient budget to fund the required SCM roles is a key component of the Staffing pathway, while providing resources for a safe and clean working environment supports the Working conditions pathway, promoting optimal workforce performance.

Promoting awareness and understanding of SCM's role within both the health system and society at large through professionalisation can elevate SCM occupations as desirable, secure and respected career options. Embedding DEIA principles in recruitment ensures SCM careers are accessible to a wide range of people, helping to attract and retain individuals from underrepresented groups. This strengthens the legitimacy and community alignment of supply chains, particularly in contexts where health systems serve diverse populations.

The TOC's Staffing pathway theorises that when SCM is a respected profession—with a defined career path and recognised job opportunities—these elements work in tandem to create a strong pool of qualified workers, essential for sustaining effective supply chains.

Broadly, recognising and promoting SCM's importance supports all workforce optimisation efforts, helping to improve product availability across health systems. Political and technical leaders must understand SCM's role to ensure it is prioritised and adequately resourced. Evidence suggests that a supportive government environment is particularly important for initiatives in policymaking, implementation, organisational structure and overall SCM system improvement.[12,13]

Lessons learned from past advocacy efforts reinforce this point.[12] When leaders within ministries of health, public sector institutions and NGOs value SCM, they provide the advocacy, resources and attention needed to support effective actions aligned with the TOC's outcomes.[12,13]

The value of SCM extends beyond its role in operations; it is integral to improving health outcomes and delivering social benefits. When SCM workers recognise the impact of their work on health and society, and when society understands SCM's significance, it fosters motivation, interest and support across the sector, further strengthening SCM's capacity to deliver essential health benefits.

3.3 Adopting a crosscutting approach will lead to greater results

Human resources is a crosscutting function that affects every other function within the health supply chain, from product selection to service delivery. Because HR impacts people and processes across the organisation, building effective and optimal work performance requires a crosscutting approach. Supply chain management is complex and requires a focus on appropriate staffing, organisational structure, skills, working conditions and resources.

The TOC maps four distinct yet interdependent pathways—Staffing, Skills, Working conditions and Motivation—that must be addressed to achieve optimal SCM workforce performance. The TOC assumes that progress in one pathway can lead to benefits across others. For example:

- Improved working conditions may enhance worker motivation.

- Increased motivation can improve staff retention and encourage employees to further develop skills.

- Expanding workers' skills can, in turn, reinforce motivation among employees who experience professional growth.

This interconnected approach also integrates DEIA principles into each pathway. For example, equitable hiring (Staffing), inclusive training opportunities (Skills), safe and accessible workplaces (Working conditions), and fair recognition systems (Motivation) work in concert to create a more inclusive, representative and high-performing SCM workforce.

Because change within the SCM workforce is rarely linear, achieving sustained improvement requires addressing the four pathways in parallel. For example, while skills development is essential, it alone cannot drive long-term outcomes if working conditions are poor or if SCM positions remain inadequately staffed.[14] Strategies that focus only on skills training without considering other pathway outcomes are unlikely to succeed in optimising workforce performance. Adopting a crosscutting approach encourages a more holistic view of the strategies needed to build a resilient, effective SCM workforce.

The literature suggests that achieving long-term, sustainable SCM improvements requires a multipronged approach.[1] Supply chain performance is influenced by multiple factors beyond HR, such as system design, infrastructure, data visibility, governance and finance.[12] HR interacts with each of these areas, as SCM leaders and workers make decisions and conduct operations within each function.[15] Given these diverse factors affecting SCM performance, adopting a comprehensive, crosscutting approach to HR management is essential to address the complexities of the supply chain and drive meaningful, lasting change.

3.4 Cadres that perform SCM vary between different country contexts

Fully optimising SC work performance and developing SCM career paths require clearly defining who is responsible for SCM tasks. In many countries, a professionalised SCM occupation has not been established through formal education or civil service structures; this is crucial to building a workforce with the specific competencies needed for SCM in health systems. In the absence of a standard, professionalised SCM occupation, various cadres may be tasked with managing supply chains across different countries.

In some countries, legal regulations dictate which types of civil service employees can carry out tasks related to the procurement and distribution of medicines. While there is no consensus on whether pharmacists or non-pharmacists should manage supply chains,[16] the TOC assumes that there are multiple approaches to perform SC functions. Across countries, different cadres, such as pharmacists, logisticians or other professionals, manage and operate SC systems, depending on local needs. The TOC can be applied to contexts where pharmacists run the SC as well as SCs managed by logisticians or other non-pharmacist staff. However, it is essential that each context determines the specific qualifications required for SCM roles at all levels.

Given the diversity of SCM roles, interventions within the TOC must be tailored to the country's workforce composition. For example:

- Developing job descriptions, career paths and competitive salaries (as outlined in the Staffing pathway) must align with the types of SCM roles and cadres available in that country.

- Implementing education and professional development opportunities in the Skills pathway should be adapted to meet the needs of local professions and cadres.

A DEIA-focused approach within SCM workforce development also ensures that each cadre has equitable access to resources, career advancement and training opportunities. Identifying and cultivating the appropriate cadres for each SCM task is critical, as is ensuring they possess the competencies required to fulfil these roles effectively.

Introducing new cadres can be an important step towards professionalising SCM roles. However, establishing a new cadre is often complex and requires significant political and governmental support. Some countries have successfully implemented such changes. For example, the Malawi Ministry of Health introduced a pharmacy assistants training and support programme to address a shortage of pharmacists, based on competencies specifically needed in that context. Before this, clinical staff often had to perform SCM tasks, owing to a lack of pharmacy staff. The programme allowed SCM responsibilities to shift back to pharmacy staff, freeing clinical staff to spend more time with patients.[17]

Strategic task shifting is another effective strategy to bridge gaps in professionalised SCM roles. In Ghana, where many lower-level health facilities lack dedicated SCM professionals, the Ministry of Health introduced pre-service SCM training for students in pharmacy and nursing schools. This sustainable, cost-effective model has created a continuous flow of graduates with SCM competencies, ensuring facilities have capable staff to manage SCM responsibilities.[18]

3.5 The public sector supply chain can leverage private sector best practices to affect change

A common misconception is that the challenges faced by public sector supply chains are unique to that sector. Evidence suggests that many private sector solutions can effectively address these challenges.[11] Much of the TOC is informed by private sector approaches to HR management.

Ministries of health generally hold the primary responsibility for guiding the SCM workforce and developing HR policies and plans. Yet, public sector leaders can benefit from adapting successful private sector strategies to inform their decision-making and interventions. PtD has focused on strengthening public SCM systems by incorporating private sector insights, where relevant.[10] Lessons from PtD's experience show that integrating private sector tactics— such as warehouse management best practices, network optimisation and performance metrics— has enhanced SCM operations in public health settings.[11] Pursuing these private sector strategies within public sector systems can contribute to more efficient and resilient SCM operations, ultimately supporting better health outcomes.

The TOC incorporates specific private sector HR strategies within its pathways to enhance SCM workforce performance. For example:

Motivation pathway: Financial and non-financial incentive programmes, derived from private sector strategies, are adapted to improve workforce motivation. Additionally, promoting a sense of ownership by empowering employees to make decisions is supported by management research, which links increased ownership with higher job satisfaction and performance.[19,20]

Working conditions pathway: Literature supports the importance of a positive social and emotional work environment, another concept borrowed from private sector practices, which has been shown to enhance employee motivation and job satisfaction.[21]

Staffing pathway: Offering competitive salaries to recruit and retain qualified candidates is a well-established private sector strategy that is equally applicable to public sector SCM roles.

Many private organisations have successfully implemented inclusive recruitment, career development and equitable pay structures. These practices help create an SCM workforce that is representative of the communities it serves and fosters a more engaged and motivated workforce.

Incorporating private sector strategies into public sector SCM enables health supply chains to operate more effectively and meet public health needs. The TOC reflects this approach, drawing on proven practices from the private sector to improve SCM workforce performance and strengthen health systems.

3.6 Often health supply chains are neither embedded in the public sector nor the private sector

The TOC recognises that health supply chains frequently operate as hybrid systems. They may intersect both public and private sectors through contracting, outsourcing, parastatal entities and other mixed approaches. In contexts where private sector partnerships are advantageous, many TOC concepts can be applied to private sector collaboration.

In many countries, health supply chain systems comprise multiple supply chains, involving both public and private operators and facilities, and a range of processes and personnel.[11] Products move between the public and private sectors.

Additionally, public and private sector entities compete in the SCM labour market. They draw from a shared, limited pool of skilled workers to manage diverse supply chains. The global community faces a shortage of SCM expertise; this shortage is expected to grow as economies expand.[22]

Ministries of health are accountable for leadership and strategic guidance for the supply chain. They also advocate and collaborate with other public sector institutions, stakeholders and private sector partners to develop and sustain a competent SCM workforce.[23] Ministry leaders may collaborate with the private sector to enhance system performance and they often regulate companies providing SCM services in private health and pharmaceutical markets.

Private sector collaboration can take several forms. Engaging private companies as service providers is one example, with companies managing supply chain functions such as warehousing, transportation and procurement.

Outsourcing these functions has become an increasingly common way to improve SCM efficiency.[11]

The TOC can be used to develop the skills required to manage these partnerships. When certain functions are outsourced, leaders and workers need competencies in contract management, effective oversight and coalition building.[11] The technical and managerial competencies outlined in the Skills pathway for managing an outsourced contractor may differ from those needed for in-house operations. Each scenario's specific requirements should be reflected in the organisation's approach to skills, leadership, staffing and motivation.

Private sector participation can also take the form of educational partnerships. For example, public sector SCM leaders can collaborate with private institutions, such as universities, to improve SCM education. Outcomes in the TOC, such as ensuring SCM workers have access to training, education and professional development in the Skills pathway, may be achieved through partnerships with universities to expand SCM coursework and encourage enrolment.

Addressing the four pathways – Staffing, Skills, Working conditions and Motivation – equally applies to private sector actors who seek to optimise their SCM operations. By aligning efforts across both sectors, the TOC supports a comprehensive approach to SCM workforce development to foster a resilient and capable supply chain system that serves public health needs.

3.7 Well-functioning HR management systems—with effective policies and well-defined processes—enable optimised work performance

The TOC assumes that strong human resource management (HRM) systems are necessary to organise, implement and sustain improvements in SCM workforce performance. Institutional-level interventions—such as establishing HR policies and implementing well-defined processes—are critical first steps in building an efficient and effective workforce.[3]

Effective HRM begins with establishing policies that provide the structure for essential HR activities and processes. Each pathway within the TOC includes specific policies as foundational elements. For example:

Motivation pathway: Performance management policies form the basis for motivating employees.

Working conditions pathway: Policies on equal employment opportunities (EEO), harassment prevention and occupational safety are the basis for improving the workplace.

Staffing pathway: Recruitment and hiring policies lay the groundwork for attracting and retaining qualified SCM personnel.

In addition to creating policies, it is also important to identify what the HR system needs to function well. Clearly defining the skills, qualifications and work environment required for effective SCM is an essential first step, as it helps set up HR practices that can improve performance. For example:

- In the Staffing pathway, defining specific qualifications for SCM roles is necessary for recruiting the right candidates.

- In the Skills pathway, outlining the competencies required for SCM tasks, setting clear roles and defining each role helps workers understand their responsibilities.

- For the Working conditions pathway, describing a safe and conducive work environment lays the groundwork for improvements in workplace conditions.

To build an SCM workforce that is capable of enabling access for the communities it serves, DEIA principles should be embedded in all HR processes, ensuring equitable access to recruitment, career development and safe working conditions. This inclusive approach enhances motivation and retention by valuing diversity and fostering a sense of belonging across the workforce.

> **Defining the precise qualifications for SC positions is an essential first step toward recruiting quality candidates.**

Well-functioning HR management systems and processes are essential for meeting staffing needs that support strong work performance. Evidence shows that common staffing issues—such as unclear job descriptions, undefined roles and responsibilities, and lack of a career path—can hinder performance.[1] The TOC highlights several outcomes that rely on strong HR management, including having an effective recruitment system, providing education for all necessary qualifications, establishing a clear SCM career path, and ensuring job security for SCM workers.

Additionally, the TOC assumes that performance management policies and processes are essential for fostering high performance. Processes such as performance feedback, financial incentives and non-financial rewards are effective methods of recognising and rewarding SCM staff, thus supporting continuous improvement.[10, 24]

Finally, a well-functioning HR information system is essential for managing change, taking action and monitoring progress. Reliable HR data support the optimisation of HR management systems by enabling effective staffing plans, training programmes, staff appraisals and distribution of salaries and incentives to enhance retention.[15]

3.8 Strengthening the role of SC leadership and supervisors sustains optimised work performance

The TOC assumes that empowering SC leaders and supervisors supports strong workforce performance. Engaged and informed leaders promote effective decision-making, change management, innovation and advocacy required to build efficient supply chains.[24] Supervisors enhance workforce performance through monitoring and supervision and through their roles in performance management, such as incentives, appraisals and mentoring.[1]

In contexts where SC and HR leaders are not actively engaged, key activities like advocacy, policymaking, planning and budgeting can be negatively affected.[12, 24] Strong SC and HR leadership drives the development and implementation of the policies and programmes outlined in the TOC, provides strategic direction and ensures adequate budgets.

In many countries, supervision is inadequate because of a shortage of supervisors or insufficient training. Without effective supervision, SC operations can become disorganised, and workforce performance may fall short of established standards.[1] Evidence shows that supervision, coaching and mentoring improve performance outcomes such as retention and accountability.[1] These methods are effective individually and when combined. The USAID|DELIVER Project found that supervision and mentorship improved retention and strengthened linkages across supply chain levels. Initiatives aimed at building supervisor competence, such as training in effective supervision practices, reinforced staff training interventions and sustained improvements in SC worker performance.

Well-conducted supervisory visits, coaching, mentoring and on-the-job training reinforce skills gained through training and education. Supervision also allows supervisors to identify areas for improvement and deliver feedback.[1]

STEP 2.0

STEP 2.0 is a professional development tool specifically tailored to the needs of health SC leaders and managers. It blends self-paced learning, facilitator-led training, on-the-job application of leadership skills and coaching support. The participants – public sector SC managers – are paired with private sector SC experts – the coaches.

The TOC includes specific outcomes aimed at equipping supervisors with the skills and environment needed to deliver feedback, recognise good performance and conduct supportive supervision and performance management—foundational outcomes to the Motivation pathway.

Supervisors also play a key role in implementing performance management initiatives, such as financial and non-financial incentive programmes.[1] Additionally, outcomes in the Working conditions pathway ensure that supervisors have the skills to foster a safe working environment and implement policies that support a respectful, inclusive workplace, including equal employment opportunity (EEO) and anti-harassment policies.

Leaders and supervisors are also responsible for establishing and maintaining an organisational culture that supports a positive social and emotional environment, focusing on problem-solving and collaboration. Research in the commercial sector consistently links positive work environments with improved performance, quality and service—an association that holds across roles, industries and organisational levels.[21] Embedding DEIA principles in these practices helps build an inclusive culture that values diverse perspectives and fosters a sense of belonging throughout the SCM workforce, further supporting retention and job satisfaction.

3.9 Cultivating workers' motivation and skills improves work performance

The TOC assumes that creating opportunities to enhance motivation and competencies leads to better work performance. A motivated, skilled and diverse workforce—equipped to manage the supply chain efficiently—is essential for optimised supply chain performance and improved health outcomes.[3,5,6]

Research shows that many organisations struggle to engage, reward and motivate their staff effectively.[1] The TOC recommends using inclusive performance management systems to offer incentives and feedback to boost worker engagement and performance. Studies on health worker motivation highlight that using a combination of both financial and non-financial incentives—tailored to worker needs—has a greater impact on motivation and job satisfaction.[25] These incentives are most effective when paired with improvements in working conditions, consistent with the TOC's crosscutting approach.

Embedding DEIA principles into motivation and skills development ensures that all SCM workers—regardless of gender, age, ability or background—have equitable access to training, recognition and career advancement opportunities. This approach enhances engagement, reduces attrition and promotes a more resilient and representative workforce.

The TOC envisions that, with support from effective leaders and supervisors, SC workers will access training and educational activities, apply new skills and improve their work outcomes. Research supports the idea that education and training positively impact capacity and workforce development.[1] However, without clear pathways for advancement, skills-building alone may not lead to sustained improvements.[1]

Thus, the TOC includes career progression as a vital component of workforce optimisation. When skill development is tied to transparent, equitable career opportunities, it increases worker retention and strengthens overall SCM system performance.

Studies on health worker motivation highlight that using a combination of both financial and non-financial incentives—tailored to worker needs—has a greater impact on motivation and job satisfaction.

3.10 Intentionally reflecting the diversity of communities improves trust, responsiveness and health outcomes

The TOC assumes that embedding equity, diversity, inclusion and accessibility across all aspects of HR management—from staffing and skills to working conditions and motivation—enables health supply chain organisations to recruit, develop and retain a more representative, resilient and effective workforce. A diverse workforce alone is insufficient; organisations must also foster inclusive cultures where all individuals—regardless of gender, race, ethnicity, age, disability, sexual orientation or socioeconomic background—can contribute meaningfully and feel a sense of belonging.

Evidence shows that DEIA-centred organisations benefit from higher performance, innovation, engagement and retention.[7] Conversely, when DEIA is absent, structural barriers, biases and discriminatory practices persist—especially for women, people with disabilities and historically marginalised groups—reducing the talent pool and undermining the supply chain's ability to deliver equitable health services.

Inequities exist in many health supply chain systems in LMICs and lead to limited access to training, rigid hiring criteria, exclusionary working conditions and gendered leadership gaps.

The TOC therefore posits that equity must replace equality as a guiding principle—ensuring that policies and support systems respond to individual needs.

To realise these aims, organisations must:

- Design inclusive recruitment and performance management systems that reduce bias.

- Adopt a skills-based hiring approach to widen access.

- Offer flexible and safe working conditions for underrepresented groups.

- Institutionalise inclusive leadership and psychological safety.

- Ensure equitable access to learning and career advancement opportunities.

DEIA is not a stand-alone objective but a cross-cutting enabler of professionalised, effective and community-responsive health supply chains. Only by embedding DEIA into organisational systems, behaviours and accountability structures can supply chain workforces be empowered to deliver on their mandate of improving public health.

KEY FINDINGS FROM PtD'S DEIA REVIEW OF THE TOC

As part of a comprehensive effort to embed DEIA principles into the TOC, PtD commissioned a mixed-methods study combining a literature review and 30 key informant interviews with supply chain professionals across diverse regions. The study aimed to assess how well DEIA principles are currently reflected in the TOC and to generate actionable recommendations for a more inclusive and effective health supply chain workforce.

Key findings include:

- DEIA principles were not reflected in the original TOC assumptions, pathways or indicators.

- Women, persons with disabilities, and historically marginalised groups remained significantly underrepresented—particularly in leadership and technical roles within health supply chains.

- Recruitment practices often used exclusive language and relied on narrow dissemination channels, limiting access to opportunities.

- Structural barriers—such as lack of childcare, rigid work schedules, inaccessible facilities, and biased hiring practices—hindered equitable workforce participation.

- Most organisations operated at the "compliance" or "transactional" level of DEIA maturity; few had fully embedded DEIA into culture, systems and leadership.

- Inclusive leadership and psychological safety are essential for team performance and innovation but are underutilised in current workforce strategies.

- A shift from equality (treating everyone the same) to equity (tailoring support to individual needs) is essential to drive meaningful progress.

4. Theory of Change diagram decoded

ULTIMATE GOAL
Products are available at service delivery points to meet needs in the most cost-effective way to contribute to improved health outcomes.

PEOPLE THAT DELIVER

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

Health outcomes are improved

FOUR PATHWAYS

Staffing
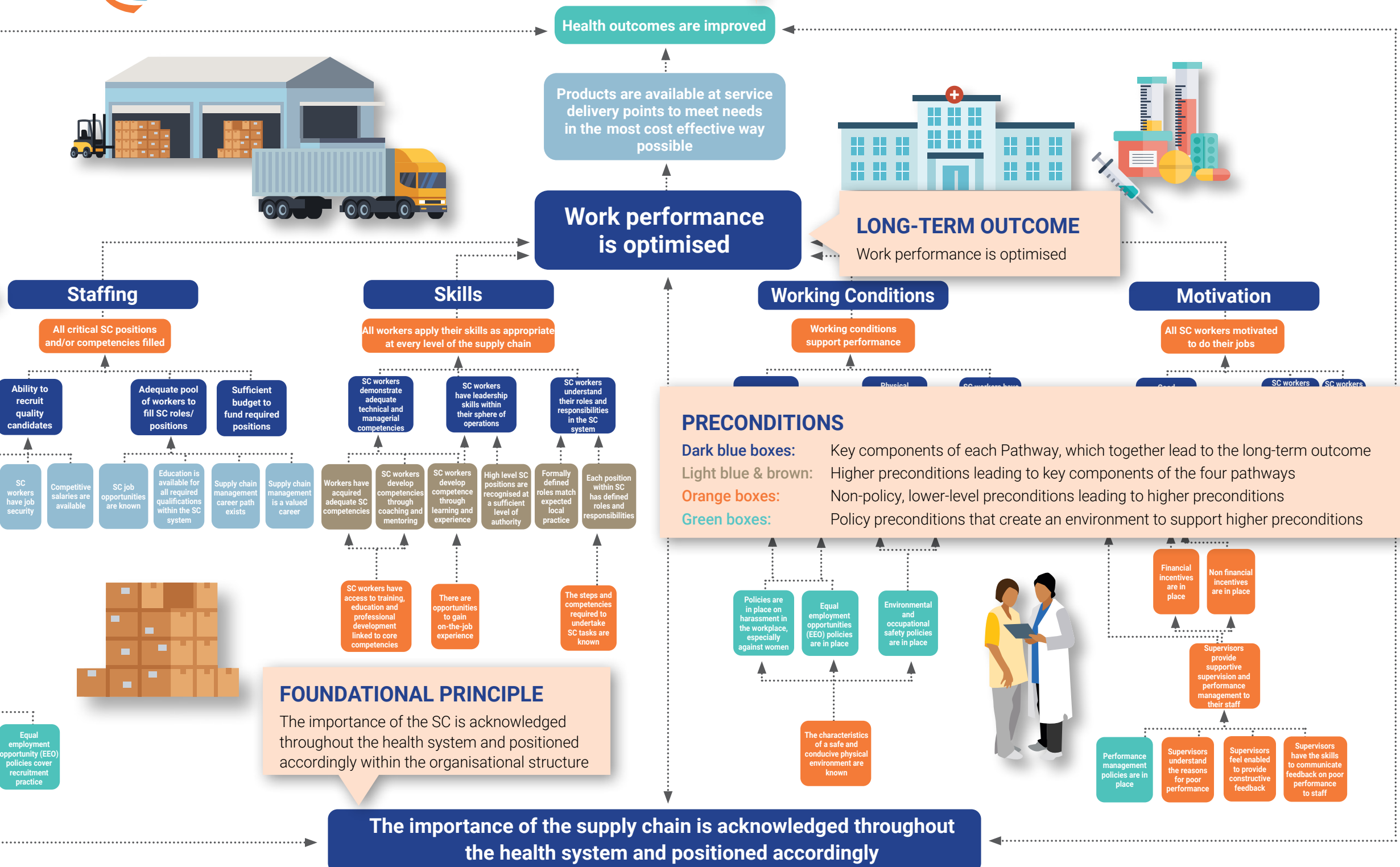All critical SC positions and/or competencies are filled.

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.

Products are available at service delivery points to meet needs in the most cost effective way possible

Work performance is optimised

LONG-TERM OUTCOME
Work performance is optimised

Staffing
All critical SC positions and/or competencies filled

- Ability to recruit quality candidates
- Adequate pool of workers to fill SC roles/positions
- Sufficient budget to fund required positions

- Ability to develop the right job descriptions
- An effective recruitment system is in place for SC positions
- SC workers have job security
- Competitive salaries are available
- SC job opportunities are known
- Education is available for all required qualifications within the SC system
- Supply chain management career path exists
- Supply chain management is a valued career

- The precise qualifications for SC positions are accurately described

- Public sector recruitment and hiring policies permit hiring staff with adequate SC experience
- General recruitment and hiring policy exists
- Equal employment opportunity (EEO) policies cover recruitment practice

Skills
All workers apply their skills as appropriate at every level of the supply chain

- SC workers demonstrate adequate technical and managerial competencies
- SC workers have leadership skills within their sphere of operations
- SC workers understand their roles and responsibilities in the SC system

- Workers have acquired adequate SC competencies
- SC workers develop competencies through coaching and mentoring
- SC workers develop competence through learning and experience
- High level SC positions are recognised at a sufficient level of authority
- Formally defined roles match expected local practice
- Each position within SC has defined roles and responsibilities

- SC workers have access to training, education and professional development linked to core competencies
- There are opportunities to gain on-the-job experience
- The steps and competencies required to undertake SC tasks are known

Working Conditions
Working conditions support performance

- Physical
- SC workers have

Motivation
All SC workers motivated to do their jobs

- Good
- SC workers ... SC workers

PRECONDITIONS

Dark blue boxes: Key components of each Pathway, which together lead to the long-term outcome
Light blue & brown: Higher preconditions leading to key components of the four pathways
Orange boxes: Non-policy, lower-level preconditions leading to higher preconditions
Green boxes: Policy preconditions that create an environment to support higher preconditions

- Policies are in place on harassment in the workplace, especially against women
- Equal employment opportunities (EEO) policies are in place
- Environmental and occupational safety policies are in place

- The characteristics of a safe and conducive physical environment are known

- Financial incentives are in place
- Non financial incentives are in place

- Supervisors provide supportive supervision and performance management to their staff

- Performance management policies are in place
- Supervisors understand the reasons for poor performance
- Supervisors feel enabled to provide constructive feedback
- Supervisors have the skills to communicate feedback on poor performance to staff

FOUNDATIONAL PRINCIPLE
The importance of the SC is acknowledged throughout the health system and positioned accordingly within the organisational structure

The importance of the supply chain is acknowledged throughout the health system and positioned accordingly

5. Using the Theory of Change

Programme planners and managers design and execute multiple interventions to move towards their goals. To be effective, organisations must articulate the change they aim to affect and describe how planned interventions will drive that change. A theory of change identifies and describes how specific interventions are expected to produce desired outcomes by mapping the chain of events between actions and objectives.[4]

The TOC is a flexible analytical framework to guide this process. It should be questioned, tested and adapted to specific contexts, providing a foundation for comparing programme goals with the listed outcomes and identifying where attention is needed.

5.1 UNDERSTAND AND CONVEY THE COMPLEXITY OF SCM HR SYSTEMS

Step 1. Review the Theory of Change diagram, paying particular attention to the four pathways.

Step 2. Examine the preconditions, taking note of their levels and significance within the framework.

Step 3. Review the TOC narrative, paying particular attention to the critical assumptions, which explain the complexity of SCM HR systems and the interrelations between components.

Step 4. Identify the preconditions that may be the root causes of workforce performance weaknesses in your context.

Step 5. Conduct an in-depth analysis, using the Indicators and Interventions Catalogue (Annex 2) to explore root causes further.

Step 6. Implement solutions that address these weaknesses and measure the impact using relevant indicators from Indicators and Interventions Catalogue (Annex 2).

5.2 EXPLAIN THE CAUSAL PATHWAY AND CHANGE PROCESS TO STAKEHOLDERS

Step 1. **Familiarise yourself with the ultimate goal, long-term outcomes and the four pathways in the TOC.**

- Use the language of the TOC goals and pathways when describing HR4SCM's purpose.

- Highlight the four pathways when describing the change process.

Step 2. Share the TOC brief to communicate the change process to stakeholders unfamiliar with human resource needs within SCM programmes.

- The brief is a separate document that contains a simplified overview of the TOC diagram and a short summary.

Step 3. Align on next steps with stakeholders to identify workforce performance weaknesses and develop solutions. Use Annex 2 for potential interventions.

5.3 ADVOCATE INVESTMENTS IN HR FOR SCM

Step 1. Identify key stakeholders who influence resource investments in SCM, including:

- Internal stakeholders: Ministries of health, ministries of finance and other government bodies.

- External stakeholders: Donors, multilateral organisations, implementing partners and civil society advocates.

Step 2. Use the TOC brief to highlight how HR investments drive SCM improvements and inform resource allocation priorities.

Step 3. Leverage increased political will to advocate HR improvements in SCM to be included in development agendas. **Work towards creating a comprehensive HR strategy and a resourced implementation plan.**

5.4 DESIGN SCM HR INTERVENTIONS BASED ON A SOLID RATIONALE TO MAXIMISE IMPACT POTENTIAL

Step 1. Review the TOC diagram and narrative, including the Indicators and Interventions Catalogue (Annex 2) to guide intervention planning. Take note of the preconditions listed under each of the four pathways—staffing, skills, working conditions and motivation.

Step 2. Identify priority pathways and preconditions based on your programme's needs.

- Prioritise preconditions that will have the greatest impact on optimising SCM workforce performance in your setting.

Step 3. Select context-appropriate interventions from the Indicators and Interventions Catalogue (Annex 2) or design interventions tailored to your specific context.

Step 4. Implement selected interventions and use appropriate indicators to monitor improvements.

- Collect baseline data before implementation to establish a point of comparison for evaluating progress over time.

- Establish a system for regularly reviewing progress to assess whether interventions are effective, adjusting as needed to maximise impact.

- Document lessons learned to support continuous improvement and

workforce optimisation efforts.

5.5 PLAN AND MEASURE THE EFFECT OF INTERVENTIONS

Step 1. Brainstorm indicators to monitor the effect of your interventions.

- Refer to Indicators and Interventions Catalogue (Annex 2) to identify suitable indicators for each targeted precondition.

Step 2. Specify the indicator(s) to measure the extent of change for each intervention.

- Choosing the right indicators helps demonstrate progress towards achieving the precondition at the appropriate target level.

- Design a monitoring and evaluation (M&E) process to track the effectiveness of interventions. This will help identify whether interventions are working and allow for adjustments as needed.

- Ensure that a reliable data source is consistently available for each indicator. If a data source does not exist, identify an alternative indicator.

Note: It is recommended you specify at least one indicator for each precondition. However, a single indicator may be used to track progress across multiple preconditions if applicable.

Step 3. Coordinate planned interventions with stakeholders.

- Engage relevant government agencies, donors and implementing partners to ensure alignment and collaboration on the interventions.

- Use the TOC as a framework to clearly communicate the rationale for the planned interventions, the expected

outcomes, and how each intervention addresses identified preconditions.

- Clarify roles and responsibilities to ensure that stakeholders are committed to supporting the implementation and tracking progress.

Step 4. Implement selected interventions and monitor progress.

- Launch interventions, ensuring baseline data is collected for each chosen indicator before implementation.

- Establish a process for regular progress reviews to assess impact and make adjustments as needed.

- Document lessons learned and make course corrections to improve future interventions.

5.6 ASSESS THE EFFECTIVENESS OF HR MANAGEMENT SYSTEMS

Step 1. Compare your HR system with TOC outcomes.

- Use assessment tools, such as the PtD human resources for supply chain management diagnostic tool, available in the PtD Resource Library, to evaluate how your current HR system aligns with the TOC outcomes.

- Ensure your assessment covers all pathways: Staffing, skills, working conditions and motivation.

Step 2. Identify gaps in preconditions.

- Analyse where preconditions in your HR system are lacking or underdeveloped.

- Consider both policy-level preconditions and practical-level preconditions across all pathways to identify areas for improvement.

- Pay particular attention to critical gaps that may be root causes of poor SCM workforce performance.

Step 3. Evaluate progress in each pathway.

- Determine whether each of the four pathways is sufficiently developed and addressed within your HR management system.

- Identify pathways that require more targeted interventions to achieve optimised workforce performance.

Step 4. Explore potential interventions.

- Use the Indicators and Interventions Catalogue (Annex 2) to identify relevant interventions and indicators that can help strengthen your HR system.

- Select interventions that are practical, implementable in your context and aligned with the preconditions you are addressing.

- Ensure the chosen indicators will effectively measure the impact of interventions and support continuous improvement.

APPLYING THE THEORY OF CHANGE IN RWANDA

The Rwanda Ministry of Health (MOH), in partnership with PtD and USAID's Global Health Supply Chain Program – Procurement and Supply Management (GHSC-PSM), used the TOC model to evaluate workforce performance and prioritise interventions across the four pathways: Staffing, Skills, Working conditions and Motivation.

Of the 60 outcomes identified in the TOC as essential for an optimised supply chain workforce, the team in Rwanda found that 31 were deficient. These included a lack of dedicated budget for SCM positions, insufficient technical and managerial competencies, inadequate tools and equipment, and weak performance feedback systems.

Key findings

- The application of the TOC helped identify 14 priority outcomes for improvement and led to the design of 20 targeted interventions.

- The process enhanced the MOH's understanding of HR system complexity and the interdependent factors affecting workforce performance.

- Focus areas included developing SCM career paths, strengthening leadership competencies, improving supervision practices, and formalising SCM education and training.

Key achievements

- New SCM roles were created in the MOH staffing structure.

- SCM-specific job descriptions and qualifications were incorporated.

- E-learning modules and leadership training were rolled out to build staff capacity.

- SCM was integrated into broader human resources development efforts, improving visibility and recognition.

Why it matters

This case demonstrates how applying the TOC model can support governments in:

- Systematically identifying HR performance gaps.

- Prioritising interventions aligned with workforce optimisation.

- Enhancing evidence-based planning and advocacy.

Conclusion

The Rwanda case exemplifies how the TOC can guide national-level HR strategy development and improve SCM workforce outcomes. Governments and technical partners are encouraged to adopt similar approaches to strengthen health supply chains and drive sustainable improvements in access to health products.

Read about this in more detail in the paper Applying a Theory of Change for Human Resources Development in Public Health Supply Chains in Rwanda, published in Global Health: Science and Practice in 2024.

6. PtD tools to strengthen the supply chain workforce

The PtD coalition has developed several practical tools to support governments, implementing partners and supply chain organisations to build a competent, supported and recognised supply chain workforce. These tools reflect PtD's TOC and align with PtD's strategic objective to support professionalisation and systems strengthening in countries.

HR4SCM DIAGNOSTIC TOOL

Developed by PtD and the USAID-funded GHSC-PSM project, the HR4SCM diagnostic tool helps countries identify HR-related strengths and weaknesses across four key pathways: staffing, skills, working conditions and motivation. Using a set of 60 maturity-level indicators, the tool provides a visual summary of workforce maturity and recommends interventions to improve performance. It is designed for rapid application and requires minimal in-country time, making it a cost-effective solution for assessing HR gaps.

Access the HR4SCM diagnostic tool

SCM PROFESSIONALISATION FRAMEWORK

PtD's SCM professionalisation framework supports the development of a sustainable, well-defined supply chain workforce by establishing standardised roles, competencies and training pathways. The framework uses a whole labour market approach and consists of three foundational tools:

- Library of competencies and designations: Defines required skills and career pathways for health supply chain workers across public and private sectors.

- Collection of roles and job descriptions: Provides guidance for aligning job roles with competencies and includes sample job descriptions.

- Mapping of education: Assesses alignment between supply chain job roles and available training programmes, helping to identify educational gaps.

The framework is implemented through a phased approach that includes advocacy, scoping, baseline mapping, workforce development planning and ongoing monitoring.

Access the Supply chain management professionalisation framework

PERFORMANCE MANAGEMENT TOOLKIT

The PtD performance management toolkit supports the design or enhancement of systems that manage and improve staff performance. It includes practical tools and guidance for setting objectives, measuring and reviewing performance, and recognising good performance.

The toolkit is adaptable and suitable for a range of users including HR personnel, managers and supply chain professionals in both public and private organisations.

The toolkit promotes performance planning, supportive supervision, training needs assessment and competency-based reviews aligned with PtD's TOC. It also incorporates tools for self-assessment and includes examples of how performance management systems have been implemented in countries.

Access the Performance management toolkit

STANDARD HR POLICIES PACKAGE

The standard HR policies package helps health SCM organisations establish or update their HR manuals using best practices aligned with PtD's TOC. Developed in collaboration with The Global Fund to Fight AIDS, Tuberculosis and Malaria, the package offers model policies and procedures tailored to the realities of middle- and low-income countries.

The package addresses four pathways of HR for SCM:

Staffing: Recruitment, hiring, induction and equal employment opportunities.

Skills: Learning and development policies.

Working conditions: Grievance procedures, codes of conduct, safety and anti-corruption policies.

Motivation: Performance management, employee engagement, compensation and recognition.

It serves as a practical reference for developing new HR policy manuals or adapting existing ones and has been used by organisations in Sudan, Malawi, Ghana, Uganda and Ethiopia.

Access the Standard HR policies package

THE DEIA APPROACH

For organisations to remain agile, resilient and innovative, it is crucial to leverage the diversity of experiences, perspectives, skills and knowledge available in teams and organisations. Only then will they be able to benefit from the full potential, ideas and resources of their staff. New solutions are required to create a socially, culturally, environmentally and economically sustained world, which is key in the health supply chain field. All people need to be engaged in the process of making that happen and inclusive collaboration, inclusive idea generation and inclusive decision making are essential.

For an organisation to have a transformational level of maturity "D&I is part of the enterprise culture and strategy, and embedded into every aspect the employee life cycle and organisational activity. Top level management is diverse and all are held accountable for D&I actions."[7]

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Annex 2: Indicators and Interventions Catalogue

The Indicators and Interventions Catalogue is a resource to guide the selection of interventions and indicators for each precondition listed in the TOC diagram. It provides essential information to help programme planners address specific workforce performance challenges and measure progress toward achieving desired outcomes.

For each precondition in the TOC, the Indicators and Interventions Catalogue includes the following:

1. **Precondition:** Each precondition is grouped by pathway (e.g., Staffing, Skills, Working conditions, or Motivation) and listed in the same order as they appear in the TOC diagram.

2. **Rationale**: A brief explanation of why the precondition is important and how improvements in this area can positively impact supply chain performance.

3. **Interventions**: Suggested activities and strategies to help achieve improvements for each precondition. These are intended to inspire programme planners to select context-specific interventions or adapt existing ones.

4. **Indicators**: Measurable criteria that can be used to track progress toward strengthening outcomes and achieving each precondition. Selecting the right indicators helps assess whether your interventions are effective.

5. **Data sources**: Potential data sources for each indicator to help determine how to collect reliable data to measure progress. This could include HR records or surveys.

HOW TO USE THE CATALOGUE

The Indicators and Interventions Catalogue contains a menu of indicators and interventions, but not all will suit every programme. Data availability, system structures and resource constraints vary across countries and contexts. Therefore, you should adapt the suggested interventions and indicators to best meet your programme's needs.

SELECTING INDICATORS AND INTERVENTIONS

- For each precondition, review the listed interventions and indicators as options to address the identified gap.

- For each precondition, review the listed interventions and indicators as options to address the identified gap.

- Consider data availability when selecting indicators. Often, the best indicator is one that your organisation is already collecting.

- Where appropriate, customise indicators to reflect your specific programme context.

- Use the Indicators and Interventions Catalogue as a starting point but be prepared to adjust and refine your approach as needed.

KEY CONSIDERATIONS

- Not all indicators will apply to every programme or setting. Choose indicators that are relevant, feasible and aligned with your available data sources.

- Data sources may vary, so it is important to ensure that the required data can be collected reliably. If a recommended data source is not available, consider adapting the indicator or identifying an alternative way to measure progress.

- Indicators can serve multiple preconditions but ensure that each targeted precondition is tracked by at least one appropriate indicator.

By using the Indicators and Interventions Catalogue, programme planners can ensure that interventions are evidence-based, targeted and measurable, leading to stronger supply chain workforce performance and improved health outcomes.

A. LONG-TERM OUTCOMES

A1
Health outcomes are improved

A2
Products are available at service delivery points to meet needs in the most cost-effective way possible

PRECONDITION A3 Work performance is optimised	INDICATOR	SOURCES OF DATA
	• Strategic plan that addresses HR requirements for supply chain functions and personnel exists. (Y/N) • Supply chain organisational structure adequately supports supply chain functions and requirements. (Y/N) • Workforce plans are updated annually and used to inform recruiting and other staffing decisions. (Y/N)	• HR files • Organogram

PRECONDITION A4 The importance of the supply chain is acknowledged throughout the health system and positioned accordingly	INDICATOR	SOURCES OF DATA
	• SC technical leaders report directly to health minister or undersecretary. (Y/N) • Orientation materials for new health system staff include mention of supply chain or SCM roles. (Y/N)	• Organogram • Review of orientation materials

RATIONALE

A sustainable and effective health SC is essential for ensuring the delivery of health care. Political and technical leaders must clearly understand the importance of SC in the health system so that SCM is given the time, resources and priority required for SCM to be effective.

INTERVENTIONS

• Establish "SC week" event to highlight importance of SC.

• Hold SCM advocacy activities for political and technical leaders within the SCM system.

• Use staff orientation and onboarding to explain health systems and the roles of individuals within that system.

TOP-LEVEL OUTCOMES

STAFFING

PRECONDITION

B1

All critical SC positions and/or competencies are filled

INDICATOR

- Percentage of positions at each level identified as critical that are currently filled through inclusive recruitment processes
- Percentage of critical SCM competencies that are present in existing positions

SOURCES OF DATA

- Identified positions from organisational chart
- List of all SC positions or competencies identified as "critical"
- HR records
- Civil service bureau

RATIONALE: Filling all critical SC positions and/or competencies significantly affects key performance measures such as revenue, costs and quality, and is critically important to the supply chain strategy. Ensuring that recruitment processes are transparent and inclusive expands the talent pool, helping to fill these key positions with the most qualified candidates.

SKILLS

PRECONDITION

C1

All workers apply their skills as appropriate at every level of the SC

INDICATOR

- Percentage of staff whose roles align with their qualifications and competencies
- Percentage of job descriptions that include clearly defined SCM competencies and responsibilities
- Percentage of staff appraisals with a rating of satisfactory or above in a 12-month period

SOURCES OF DATA

- HR records and staff files
- Job descriptions and competency frameworks
- Performance appraisal records

RATIONALE: A well-functioning supply chain relies on having the right person in the right job. Ensuring that staff roles align with their skills and competencies reduces inefficiencies and prevents gaps in supply chain operations. Clear job descriptions and competency frameworks help clarify expectations and ensure that staff can perform their roles effectively.

WORKING CONDITIONS

PRECONDITION

D1

Inclusive working conditions support performance

INDICATOR

- Percentage of staff reporting that their working conditions positively support their performance
- Percentage of workplaces meeting minimum occupational safety and health standards
- Percentage of workplaces with policies on equal employment opportunity (EEO), anti-harassment, parental leave and workplace safety
- Percentage of staff who report that inclusive policies are being implemented effectively in their workplace

SOURCES OF DATA

- Working conditions survey or assessment
- HR policy documents
- Employee feedback reports (e.g., staff satisfaction surveys, incident reports)
- Records of policy implementation (e.g., training logs, incident resolution reports)
- Occupational safety and health compliance records
- Workplace inspection reports
- Training logs for safety and health protocols

RATIONALE: Better physical, social, emotional and psychologically safe working conditions improve productivity and performance among supply chain workers. Ensuring compliance with occupational safety and health (OSH) standards. Adopting inclusive policies—such as anti-harassment and equal employment opportunity (EEO) policies—fosters a work environment in which all employees feel valued and supported. Safe, healthy and inclusive workplaces enhance staff motivation, satisfaction and engagement, ultimately improving supply chain performance.

MOTIVATION

PRECONDITION

E1

All SC workers are motivated to do their jobs

INDICATOR

- Bradford facto[r1]: That is, D (S x S), where D is the total days of absence over a set period and S is the number of spells of absence over the same period
- Average level of staff satisfaction reported, disaggregated by gender, disability and other relevant diversity metrics

SOURCES OF DATA

- Timesheets/ attendance records
- Employee satisfaction survey
- HR records on performance feedback

RATIONALE: Motivated employees are essential for effective supply chain operations. Employee engagement strategies, such as performance recognition, professional development opportunities and feedback mechanisms, help foster a motivated workforce. Ensuring fair and equitable management practices further supports staff satisfaction and retention, which are critical to maintaining supply chain continuity.

[1]Explanation: This measure of employee absence is more useful than straightforward measures like days lost or hours lost. By including the frequency of absence, this measure focuses on short-term, high-frequency absences that can affect the morale or the attitude toward attendance of the rest of the immediate workforce. This is also a powerful indicator of satisfaction.

B. STAFFING PATHWAY INDICATORS

PRECONDITION

B 2.1

Ability to recruit a skilled and diverse SC workforce

INDICATOR

- Percentage of new hires who meet job criteria (i.e., have skills and/or qualifications listed in JD)
- Percentage of women, men and people with disabilities among the new hires
- Retention rate of new hires after 12 months (disaggregated by gender and disability)

SOURCES OF DATA

- Audit of candidates' CVs and job descriptions
- HR records
- Certifications
- Experience and qualifications
- Verified referee reports

RATIONALE

Recruiting high-skilled candidates is essential to increasing supply chain productivity. Implementing inclusive recruitment processes helps organisations access a broader talent pool, ensuring that critical supply chain roles are filled by qualified candidates who bring diverse perspectives and experiences to their work.

INTERVENTIONS

- Develop and improve recruitment processes by ensuring job descriptions are inclusive, job openings are advertised through diverse channels and outlets, and recruitment steps such as screening candidates, forming diverse interview panels, conducting candidate interviews, and recording interview outcomes are fair and transparent.
- Target hiring processes to increase diversity in technical and leadership positions.
- Conduct a thorough gender analysis of the SC workforce. Analyse the gender balance within the workforce, set achievable diversity targets and assign accountability across teams to meet these goals.
- Participate in career fairs and regional job fairs to engage with a more diverse pool of candidates, particularly women and individuals from underrepresented groups.
- Apply equitable and inclusive recruitment and hiring practices such as blind CV screening, inclusive job advertisements and gender-neutral language to reduce bias in hiring.
- Advertise positions in local languages, where applicable.
- Widely disseminate job advertisements in diverse forums. Share job openings across a variety of platforms, including newspapers, social media, trade publications, educational institutions, referrals and job boards, to reach more diverse candidates.
- Evaluate the effectiveness of outreach channels. Assess which advertising outlets (e.g. newspaper, social media, trade publications, schools, referrals, online sites) are the most successful in attracting diverse applicants, including those from minority groups, rural areas and historically marginalised communities.

PRECONDITION

B 2.2

Skilled pool of workers to fill SC roles/positions

INDICATOR

- Average number of skilled applicants for open SC positions
- One or more critical SC position is unfilled due to a lack of candidates with required qualifications (Y/N)
- Percentage of open SC positions filled within the target hiring period
- Percentage of new SC hires who meet or exceed job requirements
- Number of partnerships with educational institutions established to build a pipeline of future SC workers
- Disaggregate by position type, location, gender, age and disability status to monitor gaps in recruitment for specific roles or among underrepresented groups

SOURCES OF DATA

- HR records/recruitment documentation
- Job application records
- Candidate screening and interview notes
- Partnership agreements with educational institutions

RATIONALE

In many contexts, the pool of skilled SC workers is insufficient and unevenly distributed, with many working in the private rather than public sector. A robust pool of skilled workers is necessary to staff SC systems and ensure their optimal performance.

INTERVENTIONS

- Conduct analysis of unfilled positions. Identify critical positions left unfilled owing to a lack of qualified candidates. Analyse reasons for shortage, including recruitment strategies used, compensation offered and barriers faced by candidates.
- Develop a targeted recruitment plan for positions identified as having a lack of qualified candidates. Ensure recruitment strategies are inclusive and target diverse talent pools.
- Provide opportunities for work experience. Collaborate with secondary schools, vocational institutions and universities to offer internships, apprenticeships and mentorship programmes that build interest in SC career among students.
- Expand the number of partnerships and alliances with educational institutions. Build partnerships with vocational and secondary schools to promote SC as a career option. Ensure partnerships include outreach to historically marginalised groups, including women, people with disabilities and rural communities.
- Conduct career awareness campaigns, highlighting the importance of SC roles in health systems.

PRECONDITION

B 2.3
Sufficient budget to fund required positions

INDICATOR

- Percentage of vacant SC positions that remain unfilled due to insufficient budget allocation
- Percentage of budgeted SC positions that remain unfilled due to lack of funding
- Percentage of the allocated SC HR budget that is executed annually
- Percentage of critical SC positions identified in the budget that remain unapproved
- Time from budget request submission to position approval (average number of days)
- Percentage of SC budget dedicated to staffing costs

SOURCES OF DATA

- Budget request and actual approved budget
- HR recruitment documents
- Annual financial reports
- Payroll records (to verify that allocated budgets are being used to pay staff)

RATIONALE
An adequate budget for SCM positions is essential to ensure that critical roles are filled and the supply chain operates efficiently. Insufficient funding can result in unfilled positions leading to breakdowns in SC performance and low morale among staff.

INTERVENTIONS

- Allocate and execute budget for HR in the supply chain.
- Support advocacy for SC HR budget needs.
- Forecast supply chain positions and allocate budget accordingly.
- Ensure a staffing line item in SC budget.
- Track and report on budget execution for SCM positions.

PRECONDITION

B 3.1

Ability to develop skills-based and inclusive job descriptions

INDICATOR

- Percentage of SC job descriptions that meet the industry standard for JDs
- Percentage of SC staff who demonstrate a clear understanding of their role
- Percentage of SC staff disaggregated by gender, disability status and other demographic factors
- Percentage of SC job descriptions that can be considered skills-based and inclusive

SOURCES OF DATA

- HR records
- Industry standard2 for JDs
- Performance reviews
- Employee feedback surveys
- Job description repository
- Inclusion criteria checklist

RATIONALE

JDs ensure staff duties align with organisational needs and enable informed hiring decisions. A well-developed JD outlines the essential skills and qualifications for a role, ensuring that recruitment is skills-based and free from bias. Once employees are hired, JDs can serve as a basis to:

1) Determine training and development needs for staff

2) Develop fair and equitable compensation plans in line with responsibilities

3) Communicate job expectations and support the creation of staff development plans.

INTERVENTIONS

- Develop skills-based and inclusive job descriptions for SC functions at all levels of the health system that meet industry standard.2
- Write job descriptions in local languages to attract candidates from minority groups and rural areas.
- Review existing job descriptions to ensure the use of inclusive language and the removal of potential bias.
- Conduct inclusive language awareness training across the entire SC organisation.
- Advocate increased SC HR budget allocations.
- Create a formal review and approval process for developing and updating job descriptions.

2NOTE: The industry standard sets forth that job descriptions should include the following minimum components: (1) identifiers (e.g. job title, to whom position reports, department in which position exists and job location); (2) responsibilities; (3) qualifications; (4) terms of employment; and if applicable, (5) special conditions. This industry standard should be used to develop JDs; however, it may need to be adapted to align to local context, including civil service protocols and legal requirements.

PRECONDITION

B 3.2

An effective and includive recruitment system is in place for SC positions

INDICATOR

- Percentage of positions that are vacant
- Percentage of SC positions filled by women
- Percentage of SC positions filled by people with disabilities
- Average number of days to fill vacancy
- Procedure to verify hired candidate's qualifications against job description requirements exists (Y/N)
- Guidelines that ensure fair, equitable and open competition in recruitment exist (Y/N)
- A transparent, inclusive, equitable and competency-based recruitment process exists and is followed (Y/N)
- Percentage of recruitments that have documented that guidelines for fair, inclusive and equitable competition have been followed
- Objective and competency-based interview questionnaires exist and are used for recruitment (Y/N)
- Retention rate of new hires within the first 12 months.
- Percentage of job advertisements written in local languages to attract diverse applicants.

SOURCES OF DATA

- HR records (compared with organisational chart, if needed)
- Audit of candidates' CVs and job descriptions
- Recruitment policies and guidelines
- Hiring action documents
- Blind CVs

RATIONALE
An effective recruitment and selection process ensures that qualified candidates are hired promptly and reduces turnover.

INTERVENTIONS
- Develop and implement an appropriate and inclusive recruitment system that is competency-based, transparent and ensures fair and equitable competition.
- Provide training on implementing inclusive recruitment processes.
- Create the culture to value and support a competency-based and inclusive recruitment systems.
- Develop clear guidelines to document each stage of the hiring process.
- Develop objective, competency-based interview questions and standardised scoring criteria to ensure consistency and fairness in candidate evaluation.
- Expand recruitment channels to reach diverse candidates, including women, minorities and individuals from rural and marginalised communities.
- Develop partnerships and collaborations with educational institutions, vocational training centres and civil society organisations to create pipelines for diverse talent.
- Establish gender-balanced and diverse interview panels to ensure fair evaluation.
- Monitor recruitment data to assess the effectiveness of inclusive hiring practices and adjust strategies as needed.

PRECONDITION

B 3.3

All SC workers have job security

INDICATOR
- Percentage of critical SC positions at each level that are classified as permanent
- Percentage of SC staff in permanent roles who report feeling secure in their jobs.
- Percentage of contract or temporary SC workers transitioned to permanent positions over a specified period.
- Ratio of permanent to temporary SC positions at different levels of the supply chain.

SOURCES OF DATA
- HR records
- Employee surveys (to assess job security perceptions).
- Government policy documents on public sector job classifications.
- Contract review reports.

RATIONALE
Job security is a critical factor in workforce stability and performance. Making key SC positions permanent reduces turnover, increases employee satisfaction and increases motivation. Workers in permanent roles are more likely to stay in their positions, contributing to continuity in SC operations. satisfaction.

INTERVENTIONS
- Advocate policy changes to transition non-permanent supply chain positions to permanent roles (this includes contractors and temporary positions).
- Develop and implement a retention strategy that includes job security measures.
- Conduct a review of existing temporary and contract positions.
- Use data on turnover, performance gaps and workload to identify critical SC positions that should be made permanent.
- Establish a system to track the number of positions converted from temporary to permanent and assess the impact on workforce stability and performance.

PRECONDITION

B 3.4

Competitive and equitable salaries are offered and paid on time

INDICATOR

- Salary competitiveness ratio[4] (competitor) [for specific position] = salary offered by the organisation / salary offered by competitor

- Salary competitiveness ratio[4] (industry) = salary offered by the organisation / average salary offered in the industry or sector

- Percentage of payroll processed and paid on time

- Gender pay gap ratio within SC positions

- Pay equity index (comparing salaries by gender, ethnicity or other relevant demographics)

- Percentage of SC staff earning at least a living wage

[4]NOTE: Salary competitiveness ratio (SCR) is analysed position-by-position. SCR is a measure of how competitive the current salary is. Salary competitiveness can be measured against specific competitors or against the general market

SOURCES OF DATA

- HR/payroll records

- Market salaries (or best available proxies thereof)

- Government labour reports on living wages

- Gender pay gap reports

RATIONALE

Offering competitive, equitable salaries paid on time attracts, motivates and retains qualified SCM staff. Competitive compensation reduces turnover and increases employee satisfaction.

INTERVENTIONS

- Develop a pay scale that links to career paths and required qualifications/ competencies.

- Conduct a salary market analysis, benchmarking against both industry and competitor salaries.

- Establish equitable pay policies to ensure salaries are equitable across gender, ethnicity and other demographics.

- Implement a system for regularly reviewing and adjusting salaries to account for inflation, cost of living changes and market conditions.

- Ensure all employees earn at least a living wage in the local context.

- Ensure salaries are paid on time.

- Conduct periodic pay audits to identify any disparities in pay across demographic groups.

PRECONDITION

B 3.5

SC job opportunities are known

INDICATOR

- Average number of job applicants for SC positions (suggested disaggregation by position type, location, gender and disability status to track whether job openings are reaching diverse groups)
- Vacant positions are advertised internally and externally (Y/N)
- Percentage of job advertisements posted in diverse and inclusive forums
- Percentage of job advertisements written in local languages (where relevant)
- Number of outreach activities conducted to promote SC job opportunities

SOURCES OF DATA

- HR records/recruitment documentation
- Job posting records (internal and external)
- Reports on outreach activities
- Analysis of job applicant demographics (where available)

RATIONALE

Effectively advertising job openings ensures that SC roles are visible to a broad and diverse pool of candidates and allows organisations to fill positions with the most qualified candidates in a timely manner.

INTERVENTIONS

- Widely disseminate effectively written job advertisements through diverse channels, including newspaper, social media, trade publications, schools, referrals and online sites.
- Evaluate the effectiveness of job posting outlets. Track which forums and outlets produce the most qualified applicants. Identify gaps in outreach and adjust strategies to ensure postings reach underrepresented communities.
- Partner with schools, universities and vocational institutions to promote SC careers.
- Post job openings internally to encourage career growth for current employees and externally to reach diverse audiences.

PRECONDITION

B 3.6

Education is available for all required qualifications within the SC system

INDICATOR

- Educational training is available at all levels for all qualifications staff require (Y/N)
- Training strategy that identifies educational requirements exists (Y/N)
- Number of employees who received SCM training at preservice courses
- Number of SC education programmes available in-country.
- Percentage of SC staff enrolled in preservice or in-service SCM training programmes
- Number of partnerships established with educational institutions to offer SC courses

SOURCES OF DATA

- SC job descriptions
- Mapping of SC education programmes available
- Training strategy
- SC course enrolment data
- HR records
- Partnership agreements with educational institutions

RATIONALE

Certain SC roles require formal education and training to build staff capacity. This may be necessary either before an individual begins work (preservice training) or as ongoing professional development to build additional capacity once in a position

INTERVENTIONS

- Create preservice training opportunities for all SC personnel in both the public and private sectors.
- Integrate SCM into existing preservice curricula and include SCM coursework in healthcare degree programmes (e.g., nursing, medical, laboratory, pharmacy and health policy).
- Include pharmaceutical-specific coursework in existing SCM degree programmes.
- Partner with universities, vocational training centres and private training providers to offer a variety of SCM courses tailored to different roles and levels within the supply chain system.
- Develop a national SCM training strategy that outlines the educational requirements for different SC roles.

PRECONDITION

B 3.7

Supply chain management career path exists

INDICATOR

- Percentage of managerial SC roles that have existing career paths
- Percentage of technical SC roles that have existing career paths
- Percentage of SC staff who have advanced along the defined career path in the past year
- Existence of policies that ensure equitable access to career advancement opportunities (Y/N)

SOURCES OF DATA

- Career development system documentation (managerial/technical career ladders)
- Pay scales
- SC organogram
- HR records on promotions and career advancements

RATIONALE

A career path provides a structured framework for professional development, promotion and compensation. Defining career paths is essential for attracting and developing high-performing staff.

INTERVENTIONS

- Develop a pay scale that links to a career path.
- Define a career path that maps low-level to upper-level experience.
- Align continuing professional development/education opportunities with career progression.
- Implement a professional progression framework that outlines expectations for promotions, role transitions and performance benchmarks at each level of the career path.
- Ensure the career path framework includes equitable access to promotions.

PRECONDITION

B 3.8

Supply chain management is a valued career

INDICATOR

- Number of applicants for SC courses
- Percentage of SC workers who report seeing SCM as a valued career
- Number of public awareness campaigns promoting SCM careers conducted annually.

SOURCES OF DATA

- SC course enrolment data
- Surveys of SC staff
- Public awareness campaign reports

RATIONALE

Elevating SCM to a valued career increases the likelihood of attracting a diverse and skilled workforce. When SCM is recognised as a professional career pathway, it improves job satisfaction and retention and attracts interest from students and recent graduates. Promoting SCM as a respected career choice also encourages governments, educational institutions and organisations to prioritise funding and policies that support SCM workforce development.

INTERVENTIONS

- Develop and establish a recognised supply chain cadre.
- Establish a licensing and accreditation programme for supply chain professionals.
- Conduct activities that promote interest in SCM careers within secondary schools and vocational institutions.
- Promote SCM careers within existing SCM workforce or among students in supply chain certificate and degree programmes

PRECONDITION

B 4.1

The precise qualifications for SC positions are accurately described

INDICATOR

- List of SC positions deemed critical exists (Y/N)
- Percentage of SC positions for which a list of required qualifications exists
- Percentage of SC positions for which the position's list of required qualifications has been reviewed and deemed accurate

SOURCES OF DATA

- Identified positions from organisational chart
- List of all SC positions or competencies identified as "critical"
- JDs or list of qualifications
- HR records

RATIONALE

Clearly identifying all qualifications required for each position enables the creation of accurate JDs and the hiring of the most appropriate employees.

INTERVENTIONS

- Develop a comprehensive list of required qualifications for each SC position across all levels.
- Conduct job analyses to ensure that the qualifications and skills required for a position by observing or interviewing appropriate employees, such as a position's supervisor.
- Review and update qualifications listed in the job description for all positions and to align with changes in SC demands and technological advancements.
- Ensure that qualifications are inclusive and accessible to a broad talent pool, including candidates from underrepresented groups.

PRECONDITION

B 4.2

General recruitment and hiring policy exists

INDICATOR

- General recruitment and hiring policy exists. (Y/N)

SOURCES OF DATA

- Public sector HR policies (policy database)
- Recruitment process audit reports
- HR staff surveys on policy usage and adherence

RATIONALE

A general recruitment and hiring policy ensures that hiring processes are standardised, transparent and equitable across all levels of the organisation

INTERVENTIONS

- Draft a comprehensive recruitment and hiring policy that outlines clear, standardised processes for requisitions, job postings, internal transfers, recruitment advertising, interview procedures, reference checks, job offers and orientation.
- Ensure the policy incorporates DEIA principles by including guidelines on inclusive job descriptions, equitable candidate evaluation and non-discriminatory practices.
- Provide training for HR staff and hiring managers on the new recruitment policy, focusing on how to implement inclusive hiring practices.
- Develop a monitoring and evaluation system to assess the effectiveness and adherence to the recruitment policy.
- Establish a regular review process to update the policy as needed, ensuring it remains relevant and effective in the evolving recruitment landscape.
- [3]NOTE: Policies could include topics such as requisitions, job postings, internal transfers, recruitment advertising, interview process, reference checks, job offers and orientation process.

PRECONDITION

B 4.3

Equal employment opportunity (EEO) policies policies and accountability measures are in place to ensure more inclusive recruitment practice

INDICATOR

- EEO policies and accountability mechanisms that cover recruitment practice exist (Y/N)
- Percentage of recruitment processes that adhere to EEO policies.
- Percentage of SC staff aware of EEO policies and their application in recruitment.
- Percentage of SC positions filled by individuals from underrepresented groups (e.g., women, people with disabilities, minority groups).

SOURCES OF DATA

- Public sector HR policies (policy database)
- HR policies/strategies and provisions to attract, recruit, retain and promote women, people with disabilities and minority groups
- Recruitment reports and audits.
- Employee satisfaction surveys related to inclusivity.
- Training completion records for EEO awareness.

RATIONALE

Equal Employment Opportunity (EEO) policies ensure compliance with anti-discrimination laws and regulations. By affording equal employment opportunities to men, women, people with disabilities and marginalised communities, these policies can enhance an organisation's reputation as a desirable place to work and help build a diverse and inclusive workforce.

INTERVENTIONS

- Draft or update EEO recruitment/hiring policy(ies) include provisions to attract, recruit, retain and promote women, people with disabilities and minority groups.
- Develop accountability mechanisms to ensure compliance with EEO policies, such as regular audits and reporting requirements.
- Conduct awareness training on EEO policies and inclusive recruitment practices across the entire organisation.
- Create tailored learning resources and training activities on disability inclusion for senior managers and staff.
- Evaluate the effectiveness of EEO policies through regular monitoring and feedback mechanisms to ensure that inclusive recruitment practices are being followed and are having the desired impact.

PRECONDITION

B 5.1

Public sector recruitment and hiring policies permit hiring diverse staff with adequate SC experience

INDICATOR

- Public sector inclusive recruitment and hiring policies that enable hiring of diverse staff with adequate supply chain-related experience exist. (Y/N)
- Percentage of SC staff hired through inclusive recruitment policies.

SOURCES OF DATA

- Public sector HR policies (policy database)
- Recruitment reports and hiring data from public sector organisations.
- Audit reports on compliance with recruitment policies.
- Employee feedback from recruitment processes.

RATIONALE

Recruitment policies that enable the hiring of candidates with relevant SC experience ensure that public sector SCM roles are filled by individuals who can perform duties effectively from the outset. Candidates with adequate SC experience may come from diverse career paths and backgrounds, including non-traditional sectors, which broadens the talent pool and helps address staffing shortages.

INTERVENTIONS

- Draft public sector recruitment and hiring policies that are inclusive, equitable and competency-based to enable the hiring of diverse staff with adequate SC-related experience.
- Facilitate the review and approval of updated recruitment policies, ensuring alignment with national guidelines and DEIA principles.
- Implement appropriate, inclusive and equitable recruitment/hiring policy(ies).
- Establish monitoring mechanisms to track compliance with inclusive hiring policies and assess their impact on workforce diversity and performance.

End of B. Staffing Pathway Indicators

C. SKILLS PATHWAY INDICATORS

PRECONDITION

C 2.1

All SC workers demonstrate adequate technical and managerial competencies

INDICATOR

- Percentage of staff appraisals with a rating of satisfactory or above in a 12-month period
- Percentage of SC workers who have completed required competency-based training
- Percentage of SC workers who demonstrate improvement in competencies identified during performance appraisals

SOURCES OF DATA

- Performance appraisal records
- Training completion records

RATIONALE
Individual staff must know and demonstrate technical and managerial competencies required for their roles

INTERVENTIONS

- Develop a process for documenting performance appraisals, including goals, areas for improvement and competency gaps identified during the appraisal process, so that follow-up can occur.
- Implement competency-based education and training interventions to address identified gaps identified during performance appraisals.
- Review JDs to ensure they reflect the technical and managerial competencies required for each position.
- Conduct competency assessments for new hires and existing staff to identify gaps early and target training interventions accordingly.
- Incorporate mentorship and on-the-job coaching to support continuous competency development.
- Review JDs to ensure that appropriate qualifications are requested for the position.

PRECONDITION

C 2.2

SC workers have inclusive leadership skills within their sphere of operations and display inclusive leadership competencies and behaviours

INDICATOR

- Percentage of staff demonstrating inclusive leadership competencies, as outlined in their JD, during performance appraisals or observations
- Percentage of leadership roles that include inclusive leadership competencies in their JD
- Percentage of staff reporting they receive inclusive and supportive leadership from their supervisors
- Percentage of staff who complete inclusive leadership training within the organisation

SOURCES OF DATA

- Supervisor interviews
- Supervisor observations
- Performance appraisals or competency frameworks
- Job descriptions
- Staff surveys
- Training records
- Mentoring/coaching records

RATIONALE

Inclusive leadership skills are needed for fostering collaboration, problem-solving, managing projects and driving continuous improvement in SCM operations. Without strong leadership competencies, systems rarely develop and workforce performance suffers.

INTERVENTIONS

- Incorporate inclusive leadership development into staff development plans and career progression pathways.
- Develop and implement competency-based assessment tool for inclusive leadership skills, using a combination of supervisor observations, staff feedback and self-assessments.
- Offer tailored inclusive leadership training for staff in supervisory and managerial roles, with a focus on building equitable and supportive team environments.
- Ensure that inclusive leadership competencies are clearly defined in job descriptions for all leadership roles and update existing JDs accordingly.
- Conduct regular feedback sessions to assess whether leaders are demonstrating inclusive behaviours in their daily interactions and decision-making processes.

PRECONDITION

C 2.3

All SC workers understand their roles and responsibilities in the SC system

INDICATOR

- Percentage of staff who have received a copy and can access a copy of their JD
- Percentage of staff who can accurately explain their role and responsibilities in their JD
- Percentage of supervisors who discuss JDs during onboarding and appraisal processes

SOURCES OF DATA

- Staff interviews or surveys
- HR records (JD distributions and onboarding)
- Onboarding materials
- Performance appraisal records

RATIONALE

Sustainable SCM systems require many people, engaged in diverse tasks. When staff clearly understand their roles and how they contribute to the overall system, they are more likely to perform effectively and collaborate with others. system.

INTERVENTIONS

- Ensure all staff and their supervisors have access to up-to-date JDs.
- Incorporate use of JDs into the onboarding process to ensure new staff understand their roles and responsibilities
- Strengthen the use of JDs in the performance appraisal process.
- Develop refresher training sessions for supervisors on how to effectively use JDs in day-to-day management and appraisals.

PRECONDITION

C 3.1

All workers have acquired adequate SC competencies

INDICATOR

- Percentage of staff who meet 80% of the competencies for their job roles
- Percentage of staff with a competency development plan in place
- Percentage of staff who show competency improvement over a 12-month period based on appraisal records
- Percentage of SC roles with an updated competency framework that reflects current job requirements

SOURCES OF DATA

- Performance appraisals
- Supervisor observations
- Job descriptions, if they include competencies
- Competency frameworks
- Training completion records

RATIONALE

SCM competency needs for a role may change over time. Staff must acquire new competencies or update existing ones to meet changing job demands.

INTERVENTIONS

- Put in place individual staff development plans that address competency gaps identified during appraisals.
- Use a modified performance appraisal system that includes a self-assessment of staff competencies, with input from both staff and supervisors.
- Regularly update competency frameworks to reflect evolving supply chain requirements.
- Provide ongoing training and professional development opportunities tailored to identified competency gaps.

PRECONDITION

C 3.2

SC workers develop competence through learning and experience

INDICATOR

- Percentage of staff who show progress in completing their staff development plan compared to previous year

- Completion rate of staff development plans

- Opportunities for mentoring/ coaching are available to SC workers (Y/N)

- Percentage of SC staff who have access to mentoring/ coaching programmes

- Percentage of staff who participate in professional development activities (e.g., training, workshops, job rotations)

SOURCES OF DATA

- HR files (staff development plans)

- Review of mentoring/coaching programme

- Training programme records

RATIONALE
A variety of opportunities must exist for staff to acquire new competencies or update existing ones.

INTERVENTIONS

- Ensure that all staff have a personalised staff development plan aligned with their job roles and career paths.

- Implement a process for annual review and update of staff development plans.

- Conduct activities to increase the completion rate of staff development plans by providing opportunities for staff to meet the requirements in their plans.

- Build a supportive environment that allows staff to develop competence, such as establishing a mentoring and coaching programme and offering job rotations and secondments.

- Ensure SC workers have access to resources that help them build their competencies, such as books, online courses, job aids and other materials.

PRECONDITION

C 3.3

SC workers develop competencies through coaching and mentoring

INDICATOR

- Percentage of staff participating in coaching/ mentoring programme
- Percentage of staff who report that coaching/mentoring has improved their job performance and ability to meet SCM goals
- Percentage of staff with access to a formal coaching/ mentoring programme (disaggregated by gender, disability status and job level)
- Percentage of coaching/ mentoring relationships that meet regularly and follow a structured plan
- Percentage of coaching/ mentoring relationships that meet regularly and follow a structured plan

SOURCES OF DATA

- HR files related to mentoring/coaching programme
- Staff survey

RATIONALE
Coaching and mentoring is a cost-effective way to develop competencies by leveraging the knowledge of senior staff or external experts.

INTERVENTIONS

- Implement or improve coaching and mentoring programmes to address identified competency gaps, ensuring inclusivity and accessibility for all staff.
- Establish structured mentoring plans with clear goals and timelines.
- Provide training for mentors to ensure effective coaching practices.
- Monitor and evaluate the impact of coaching/mentoring programmes on staff performance.
- Create feedback loops for both mentors and mentees to continually improve the programme.

PRECONDITION

C 3.4

High-level SC positions are recognised at a sufficient level of authorityauthority

INDICATOR

- High-level supply chain personnel are key contributors to strategic, financial, or policymaking decisions (Y/N)
- Percentage of high-level SC staff who feel enabled to make human resource, strategic, financial, or policy decisions
- Percentage of high-level SC positions with clearly defined decision-making authority documented in JDs

SOURCES OF DATA

- Organogram
- Staff survey or interview
- Competency frameworks
- Job descriptions
- Policy documents

RATIONALE

High-level SC positions require sufficient authority to make strategic decisions in order to delegate responsibilities, empower employee development, ensure accountability, productivity and results

INTERVENTIONS

- Conduct review of the organisational structure (e.g., organogram) to ensure appropriate decision-making authority and accountability for high-level SC positions.
- Ensure job descriptions for high-level SC positions explicitly outline decision-making authority and responsibilities.
- Conduct advocacy with senior leadership to strengthen organisational structures, making sure high-level SC positions are recognised with appropriate authority for effective operation. For example, advocate for upgrading a department to a division if it would improve operational efficiency and decision-making capacity.
- Provide leadership training for high-level SC staff to build their capacity to make human resources, strategic, financial or policy decisions.
- Develop policies that clarify the scope of decision-making authority for SC leadership

PRECONDITION

C 3.5

Formally defined roles match expected local practice

INDICATOR

- Percentage of filled positions where the qualifications and experience of person hired match the JD requirements
- Percentage of JDs that have been reviewed and adapted to align with local SCM needs
- Number of JDs updated within the last 12 months to reflect local context

SOURCES OF DATA

- HR records and recruitment documentation
- HR files (JDs and staff CVs)
- Job candidate or staff interviews
- Local labour laws
- Job candidate/staff interview

RATIONALE

JDs should reflect the specific needs and context of the local SCM environment. Standard JD or SCM approaches should not be dropped into new environments without considering local context. Adapting JDs to fit local conditions ensures that roles are relevant, achievable and aligned with the skills available in the workforce.

INTERVENTIONS

- Review job descriptions to ensure they align with local context and SCM requirements. Compare existing JDs with local labour laws, civil service regulations and SCM practices.
- Adapt JDs to reflect realistic qualifications, experience and responsibilities based on the local workforce.
- Develop a process to regularly review and update JDs.

PRECONDITION

C 3.6

Each position within SC has defined roles and responsibilities

INDICATOR

- Percentage of SC positions with up-to-date job description
- Percentage of SC job descriptions reviewed and updated within the last 12 months
- Percentage of staff who confirm they received and reviewed their JD during onboarding
- Percentage of SC staff who confirm their JD reflects their actual daily tasks and responsibilities

SOURCES OF DATA

- HR job description repository
- Organisational chart
- Staff interview/feedback
- Staff onboarding materials

RATIONALE
For staff to be effective in any role, they need to clearly understand their roles and responsibilities

INTERVENTIONS

- Develop JDs for every SC position using a well-developed, thorough template.
- Identify and document precise qualifications and competencies required for each SC role.
- Conduct a review of existing JDs to identify gaps and ensure all SC positions are covered.
- Implement a process to regularly review and update JDs to maintain relevance.

PRECONDITION

C 4.1

All SC workers have equitable access to training, education and professional development linked to core competencies

INDICATOR

- Percentage of SCM staff with individual staff development plans
- Number of tailored technical and leadership training initiatives specifically designed for women and minority groups
- Availability of training tools and materials in local languages (Y/N)
- Availability of multiple instructional and training delivery methods (online, offline, hybrid) to meet the needs of the staff (Y/N)
- Availability of accessible training materials, especially for people with disabilities (Y/N)
- Regular administration of surveys to identify staff learning needs and interests (Y/N)

SOURCES OF DATA

- HR files (staff development plans)
- Training tools and resources
- Employee surveys
- Training programme records

RATIONALE

Equitable access to education and training ensures that all SC staff can develop the required competencies for their roles.

INTERVENTIONS

- Establish staff development plans for all SC workers.
- Design personalised, competency-based learning pathways that align with staff career goals and organisational needs.
- Develop and conduct periodic surveys to understand staff learning needs and interests.
- Ensure training tools and materials are available in local languages and are accessible for people with disabilities.
- Offer flexible training delivery methods (online, offline, hybrid) to meet diverse learning preferences and ensure participation across all levels of the organisation.
- Develop targeted training programmes for women, people with disabilities and other underrepresented groups to support their career progression into technical and leadership roles.

PRECONDITION

C 4.2

Opportunities exist to gain on-the-job experience

INDICATOR

- Percentage of staff who participate in workplace mentoring, on-the-job training or structured supportive supervision in past 12 months
- Structured mentoring and/ or supportive supervision systems are in place and include all staff at all levels (Y/N)
- Percentage of staff reporting that on-the-job training has improved their performance in key SCM functions
- Percentage of new hires participating in structured on-the-job training within their first 6 months of employment (Y/N)

SOURCES OF DATA

- HR files
- Staff interviews

RATIONALE

SCM knowledge and skills must be applied to real-world situations to be effective. On-the-job experience is a key method for translating theoretical knowledge to practical skills.

INTERVENTIONS

- Develop or improve workplace mentoring and coaching programmes that provide staff with diverse, real-world experiences aligned with their roles and career goals.
- Implement and formalise a structured supportive supervision process that includes regular check-ins, feedback and skill-building opportunities.
- Partner with educational institutions to integrate work placements and internships as part of formal training programmes.
- Ensure that on-the-job training opportunities are accessible to all staff, including women, people with disabilities and those in rural or marginalised areas.
- Create rotational job placements to expose staff to different SCM functions and broaden their experience.

PRECONDITION

C 4.3

The steps and competencies required to undertake SC tasks are known

INDICATOR

- Lists of critical SCM competencies have been documented for all SC services (Y/N)
- All needed SCM competencies are assigned to SCM roles (Y/N)
- Competency frameworks, which define the knowledge, skills and attributes needed, are available for all SC cadres (Y/N)
- Percentage of staff who confirm that their tasks align with the documented competencies for their role.

SOURCES OF DATA

- List of critical SCM competencies
- List of SCM roles
- HR records
- Competency frameworks
- Staff interviews/surveys

RATIONALE

To effectively perform SC tasks, staff members must have the appropriate knowledge, skills and behavioural competencies. Clearly defining these competencies ensures that staff understand what is expected of them and it forms the basis for education, training and performance evaluation. to complete the task.

INTERVENTIONS

- Conduct SCM competency mapping exercise to identify critical competencies needed at all levels of the supply chain.
- Establish a competency framework that defines the knowledge, skills and behavioural attributes required for each SC role.
- Ensure that competency frameworks are linked to job descriptions to align roles with necessary skills.
- Regularly review and update competency frameworks to reflect changes in SCM roles and requirements.
- Provide training and educational resources to address any gaps in competencies identified during mapping exercises.

End of C. Skills Pathway Indicators

D. WORKING CONDITIONS INDICATORS

PRECONDITION

D 2.1

Socially, physically, emotionally and psychologically safe environment

INDICATOR

- Percentage of staff who feel that their organisation provides a socially, emotionally and psychologically safe environment
- Number of harassment complaints reported, compared to previous year(s)
- Number of discrimination complaints brought forward, compared to previous year(s)
- Flexible working arrangements (e.g., remote, hybrid, part-time) are available and documented (Y/N)
- Policies exist for guaranteed job security during and after maternity leave with the same terms and conditions (Y/N)

SOURCES OF DATA

- Working conditions survey or assessment
- Staff surveys
- HR records on flexible working arrangements
- EEO and anti-harassment records
- Policies on maternity leave and job security

RATIONALE

"Positive emotions are consistently associated with better performance, quality and customer service—this holds true across roles and industries and at various organizational levels."

—Harvard Business Review

INTERVENTIONS

- Conduct regular assessments to gauge staff perceptions of their social, emotional and psychological safety in the workplace.
- Develop and implement flexible working policies that meet both staff organisational needs.
- Conduct training sessions on harassment, bullying and discrimination, across the entire organisation
- Provide staff with training and resources on physical, psychological and emotional well-being.
- Implement clear disciplinary actions, sanctioning and accountability measures for addressing harassment and discrimination cases.
- Establish and promote support mechanisms such as whistleblowing channels, safe spaces and gender communities of practice.
- Ensure staff are aware of all available support mechanisms through regular communication and onboarding processes.

PRECONDITION

D 2.2

Physical environment is safe, clean, inclusive and conducive to performance

INDICATOR

- Number of fatal and nonfatal occupational injuries reported in the past 12-months
- Checklists are regularly completed to ensure compliance with occupational safety standards and health policies (Y/N)
- Availability of a staff survey on the working environment (Y/N)
- Percentage of staff who indicate that a safety and health management system is in place, with regular procedures to identify and address workplace hazards
- Percentage of staff who report that their work environment is clean
- Percentage of staff who report that their work environment is safe
- Percentage of staff who indicate that their work environment is conducive to performance
- Percentage of staff who report their work environment is inclusive
- Percentage of people with disabilities who report their work environment is accessible and inclusive
- Percentage of women who report their workplace is gender-responsive and gender-friendly
- Availability of gender-responsive facilities, such as breastfeeding rooms, child-friendly spaces and crèches (Y/N).

SOURCES OF DATA

- Safety and health management records
- Working conditions surveys or assessments
- Staff surveys
- Incident reports and safety audits
- Accessibility and audit reports

RATIONALE

A safe, clean and inclusive physical environment ensures employee safety and accessibility, fostering better performance and satisfaction

INTERVENTIONS

- Conduct training with staff on maintaining a safe work environment, including how to report hazards and follow safety protocols.
- Identify the most frequent workplace injuries and develop strategies to address safety concerns through policy updates, better equipment or process changes.
- Adopt a comprehensive approach to improve safety, incorporating regular safety audits, checklists and inspections into management processes.
- Conduct training on inclusive and accessible work environments
- Conduct an accessibility analysis of your facilities and infrastructures.
- Implement gender-responsive interventions, such as providing breastfeeding rooms, playrooms and crèches.
- Ensure work equipment, tools and personal protective equipment are adapted to meet the needs of all employees, including women and people with disabilities.
- Conduct regular training on physical, emotional and psychological health and well-being.
- Establish a process for reporting and addressing safety concerns anonymously to ensure staff feel comfortable raising issues.
- Ensure job descriptions for physically demanding positions clearly state the physical requirements and provide accommodations when needed.

[6]Note: In addition to training and education about safety, the approach could involve (1) incorporating safety into monitoring/supervision process (e.g. check equipment or adherence to procedures); (2) ensuring JD for positions with physical requirements list the necessary physical capabilities; (3) ensuring workers have proper equipment

PRECONDITION

D 2.3

All SC workers have up-to-date and relevant tools and equipment to perform their jobs

INDICATOR

- Percentage of staff who report having all necessary and relevant tools to perform their jobs
- Percentage of SC roles that have documented lists of required tools and equipment
- Percentage of tools and equipment that have been maintained, repaired, or replaced within the recommended timeframe
- Availability of a budget line item for purchasing, maintaining and replacing tools and equipment (Y/N)

SOURCES OF DATA

- Working conditions survey or assessment
- Staff survey
- Asset inventory and maintenance records
- HR/administrative budget files

RATIONALE

Providing staff with up-to-date and relevant tools enables them to effectively carry out their roles and follow operating procedures.

INTERVENTIONS

- Conduct regular (e.g. annual) audits to assess of the availability and condition of tools and equipment for all SC roles.
- Develop and maintain an inventory system to track tools and equipment, including their condition and maintenance schedules.
- Establish a budget line item for the purchase, maintenance and replacement of tools and equipment.
- Implement a process for reporting and replacing faulty or missing tools to ensure staff always have access to the necessary resources.

PRECONDITION

D 3.1

A problem-solving, solution-focused culture exists

INDICATOR

- Percentage of staff who feel that their organisation has a problem-solving, solution-focused culture

- Percentage of staff who believe that their organisation is goal-oriented and focused on the present and future challenges

- Percentage of staff who can provide a concrete example of problem-solving or solution-focused behaviour in their organisation

- Number of solution-focused initiatives or processes implemented within the last 12 months

SOURCES OF DATA

- Working conditions survey or assessment

- Staff survey or interviews

- Documentation of solution-focused initiatives

RATIONALE

Problems and challenges are inevitable in any organisation. A culture that encourages efficient problem-solving improves productivity, morale and organisational performance.

INTERVENTIONS

- Conduct solution-focused leadership coaching for managers and supervisors.

- Develop recognition programmes that reward problem-solving behaviours and innovative approaches.

PRECONDITION

D 3.2

Organisational culture supports positive social and emotional environment

INDICATOR

- Percentage of staff who feel that their organisation is committed to maintaining a fair, respectful and inclusive workplace
- Percentage of staff who feel their organisation promotes a supportive social and emotional work environment
- Number of organisation-wide employee satisfaction or organisational culture surveys conducted annually
- Percentage of reported workplace issues (e.g., harassment, discrimination) that were resolved in a timely and satisfactory manner

SOURCES OF DATA

- Working conditions surveys or assessments
- Staff surveys or interviews
- HR records (complaints, resolutions and policy implementation tracking)
- Employee engagement reports

RATIONALE

Organisational culture impacts employee engagement, retention and overall performance. A workplace with a positive environment leads to lower absenteeism, higher retention rates and fewer complaints related to harassment or discrimination

INTERVENTIONS

- Identify the optimal emotional and social environment for your organisation and incorporate this vision into management principles and organisational values
- Define the organisation's current culture and identify gaps between the desired and current culture. Develop strategies to close these gaps.
- Make supervisors and middle management accountable for building a supportive social and emotional environment.
- Implement policies that support a healthy organisational culture, including occupational safety, anti-harassment, anti-discrimination and mental health support policies.
- Ensure onboarding and orientation processes clearly communicate existing policies that impact organisational culture, including occupational safety, anti-harassment and anti-discrimination policies.
- Create feedback mechanisms (e.g., pulse surveys, anonymous feedback platforms) to continuously monitor the social and emotional environment and address any emerging concerns promptly.
- Recognise and reward behaviours that contribute to a positive workplace culture through formal recognition programs or performance appraisals.

PRECONDITION

D 3.3

The necessary tools, equipment and health products are identified and made available to all staff

INDICATOR

- Percentage of staff who indicate that the proper tools, equipment and products they need to perform their job are available
- Percentage of existing tools, equipment and health products located and deemed in satisfactory condition during equipment audit
- List of necessary tools, equipment and health products for each level is accessible by all staff (Y/N)
- Percentage of reported equipment-related issues that are resolved within an appropriate timeframe
- Percentage of tools and equipment that meet ergonomic and accessibility standards

SOURCES OF DATA

- Working conditions survey or assessment
- Staff survey
- Physical inventory
- HR files
- Maintenance and issue logs
- Accessibility audit reports

RATIONALE

Identifying the tools and equipment required by workers ensures they can safely and effectively complete their tasks.

INTERVENTIONS

- Develop and maintain a list of necessary tools, equipment and health products for each level of the SC system, ensuring it is regularly updated and accessible to all staff.
- Conduct regular equipment audits to verify availability, condition and functionality of tools and products.
- Introduce and foster a "checking" culture where staff routinely confirm that agreed equipment is available, functional and used correctly.
- Establish a system for reporting issues with tools and equipment, ensuring timely maintenance, repair, or replacement.
- Provide training on the correct use and maintenance of tools, equipment and health products to improve efficiency and longevity.
- Engage staff in identifying gaps in the availability or appropriateness of tools and equipment to promote a participatory approach.

PRECONDITION

D 3.4

Supervisors have the skills to establish and maintain a safe, clean and inclusive work environment

INDICATOR

- Percentage of supervisors who have received training on establishing and maintaining a safe, clean and inclusive work environment
- Percentage of supervisors who implement safety protocols and inclusive practices in their daily work (Y/N)

SOURCES OF DATA

- HR training records
- Supervisor performance evaluations
- Safety and health management system documentation

RATIONALE

Engaging supervisors/ staff in safety activities ensures that policies and procedures are used and the proper work environments are maintained

INTERVENTIONS

- Provide training for supervisors on establishing and maintaining a safe, clean and inclusive work environment.
- Implement regular assessments to ensure supervisors are applying safety and inclusion protocols.
- Establish or improve a safety and health management system, including monitoring, reporting and accountability mechanisms.
- Conduct refresher training for supervisors on updated safety standards and inclusive practices.

PRECONDITION

D 3.5

Resources necessary for safe, clean, gender-friendly and inclusive physical environment are available

INDICATOR

- Budget line item exists at central level for maintenance and improvement of work environment and equipment, and funding has been allocated
- Budget line item exists at lower levels for maintenance and improvement of work environment and equipment, and funding has been allocated
- Percentage of allocated budget used to maintain or improve the work environment (central and lower levels)

SOURCES OF DATA

- Budget and expenditure reports
- Procurement and maintenance records
- Facility improvement plans

RATIONALE

Resources are required to establish an inclusive, safe, gender-friendly working environment for staff

INTERVENTIONS

- Prepare and submit budget request for the necessary resources to maintain safe, clean and inclusive working environments at all levels.
- Advocate the inclusion of specific budget lines in both central and local budgets to cover workplace maintenance, improvements and accessibility adaptations.
- Monitor budget spend to ensure that allocated funds are used effectively to maintain and improve work environments.
- Ensure maintenance plans are developed and implemented to address safety and accessibility concerns on an ongoing basis.

PRECONDITION

D 3.6

Supervisors are able to implement EEO and anti-harassment policies and mechanisms

INDICATOR

- Percentage of supervisors who have received training on EEO and anti-harassment policies, protocols and procedures
- Percentage of supervisors who demonstrate knowledge of EEO and anti-harassment policies during performance appraisals or competency assessments.
- Anti-harassment and zero-tolerance policies and specific, including tangible disciplinary actions, sanctioning and accountability measures are in place (Y/N)
- Percentage of harassment/discrimination complaints that are resolved in line with policy protocols and timelines

SOURCES OF DATA

- EEO and anti-harassment training logs
- HR training records
- Supervisor personnel files
- Anti-harassment and zero tolerance policies, protocols and procedures
- Complaint resolution records
- Staff surveys

RATIONALE

Training supervisors ensures that they understand their responsibilities under the policy and its complaint procedure.

INTERVENTIONS

- Provide tailored EEO and anti-harassment training for supervisors that covers the following key areas:

(1) identifying harassment and discrimination (e.g., sexual, power-based and other forms);

(2) addressing harassment and discrimination when they arise;

(3) following policies, protocols and local laws in responding to and reporting harassment and discrimination;

(4) establishing a zero-tolerance working environment;

(5) mentoring their supervisees on the above.

- Provide organisation-wide training on all types of harassment (e.g., sexual, power, bullying) and anti-harassment policies, protocols and procedures.
- Establish multiple reporting mechanisms for harassment and discrimination that guarantee anonymity, confidentiality and protection from retaliation. Ensure that staff are aware of these mechanisms and that reporting is accessible.
- Create safe spaces and communities of practice for underrepresented groups.5
- Regularly review and update anti-harassment and zero-tolerance policies to ensure they remain relevant and effective. Include clear procedures for disciplinary actions and accountability measures.

Note: Such training should explain conduct that violates the anti-harassment policy, the seriousness of the policy and responsibilities of supervisors when they learn of alleged harassment

PRECONDITION

D 4.1

Policies are in place on harassment in the workplace, especially for harassment of women

INDICATOR

- Harassment policies, including zero-tolerance and disciplinary measures, are in place and accessible to staff (Y/N)
- Percentage of staff who are aware of the organisation's harassment and zero-tolerance policies
- Number of harassment complaints brought forward and addressed according to policy guidelines
- Number of anti-harassment training sessions conducted annually
- Percentage of staff who report feeling safe to raise harassment concerns through established reporting mechanisms
- Existence of whistleblowing mechanisms to report harassment and discrimination (Y/N)

SOURCES OF DATA

- Public sector HR policies (policy database)
- Zero-tolerance policies, disciplinary actions and whistleblowing protocols
- Staff surveys
- Complaint resolution records
- Training attendance logs

RATIONALE

The workplace must be free of discrimination. Policies that prohibit discrimination and harassment, along with tangible disciplinary actions and whis-tleblowing mechanisms, improve the work envi-ronment by providing clear expectations for behaviour and conse-quences for violations.

INTERVENTIONS

- Consult with staff and local labour law experts to develop or improve anti-harassment policies that align with national and international standards
- Identify and adapt global best practices for drafting comprehensive anti-harassment policies and procedures.
- Develop and implement anti-harassment policies, protocols and procedures that apply to all staff and cover various forms of harassment.
- Provide regular training to all staff on anti-harassment policies, protocols and reporting mechanisms, with tailored sessions for supervisors and leaders.
- Establish and promote multiple reporting mechanisms for harassment and discrimination complaints, ensuring that these channels are accessible, confidential and guarantee anonymity and protection from retaliation.
- Establish gender groups and communities of practice to provide safe spaces for women and other marginalised groups.
- Implement regular policy reviews and updates to ensure policies remain relevant, effective and aligned with legal and organisational requirements.

PRECONDITION

D 4.2

Equal Employment Opportunity (EEO) policies and procedures are in place to ensure a more diverse workforce

INDICATOR

- EEO policies and interventions that promote a more diverse workforce exist (Y/N)
- Percentage of staff who are aware of the organisation's EEO policies and reporting mechanisms.
- Percentage of women, people with disabilities and minorities employed across different levels of the organisation.
- Percentage of recruitment campaigns or initiatives aimed at increasing representation of underrepresented groups.
- Number of equity, diversity and inclusion surveys conducted annually.
- Existence of partnerships with schools, NGOs and civil society organisations to promote diversity hiring (Y/N).

SOURCES OF DATA

- Public sector HR policies (policy database)
- Recruitment records
- Employee demographics reports
- Survey results on equity, diversity and inclusion
- Partnership agreements with schools, NGOs and civil society organisations

RATIONALE

EEO policies aim to reduce discrimination and promote fair hiring practices, creating a more diverse and inclusive workplace. These policies ultimately build the organisation's reputation as a desirable place to work.

INTERVENTIONS

- Consult with staff and experts in local labour laws to develop or improve EEO policies and procedures that comply with national and international standards.
- Identify and adapt global best practices to draft EEO policies that include clear guidelines for recruitment, promotion and workforce behaviour.
- Conduct a workforce analysis to determine whether the organisation's staff composition is representative of the populations it serves.
- Set targets to increase hiring and representation of women, people with disabilities and minorities across the organisation.
- Establish partnerships with schools, NGOs and civil society organisations to improve access to diverse talent pools and increase visibility of SC roles among underrepresented groups.
- Conduct regular equity, diversity and inclusion surveys across the entire organisation.

PRECONDITION

D 4.3

Environmental and occupational safety policies and procedures are in place

INDICATOR

- Environmental and occupational safety policies and procedures exist (Y/N)

- Percentage of staff who are aware of the environmental and occupational safety policies

- Percentage of workplaces that have implemented environmental and occupational safety policies

- Number of safety-related accidents reported before and after policy implementation

SOURCES OF DATA

- Public sector HR policies (policy database)

- Staff surveys

- Incident reports

- Policy implementation reports

RATIONALE

Establishing and implementing environmental and occupational safety policies protects staff from workplace hazards and ensures procedures are in place to identify and mitigate risks. A well-communicated safety policy contributes to a safer, healthier and more productive workplace.

INTERVENTIONS

- Consult with staff and experts in local labour laws to draft environmental and occupational safety policies that align with local labour laws.

- Identify and apply global best practices when developing or improving safety policies.

- Provide training for staff and supervisors on the new policies to ensure they understand their roles in maintaining a safe workplace.

- Conduct periodic reviews of the policies to ensure they remain relevant and effective in addressing emerging workplace risks.

- Develop a communications plan to ensure that all staff are aware of the policies and procedures.

PRECONDITION

D 5.1

The characteristics of a safe, inclusive and conducive environment are known

INDICATOR

- List of required characteristics for a safe, conducive and inclusive environment is accessible to all personnel (Y/N)
- Percentage of staff who report being aware of the required characteristics for a safe, inclusive and conducive work environment
- Percentage of staff who indicate that their workplace meets safety, inclusivity and accessibility standards
- Training materials on establishing a safe, inclusive and clean work environment exist and are regularly updated (Y/N)
- Percentage of facilities that meet gender-responsive and accessibility standards during regular assessments

SOURCES OF DATA

- HR files
- Training materials
- Staff surveys or interviews
- Working conditions survey or assessment
- Facility accessibility audits
- Occupational safety and health (OSH) compliance reports

RATIONALE

Identifying and communicating the characteristics of a safe, inclusive and conducive work environment is essential to establishing that staff understand expectations and work toward maintaining such an environment.

INTERVENTIONS

- Develop and disseminate a checklist to assess whether work environments meet safety, inclusivity and accessibility standards.
- Develop and share a list of required characteristics for a safe, inclusive and accessible environment with all staff.
- Conduct regular assessments of the work environment to ensure compliance with safety, inclusivity and accessibility standards and address any identified gaps.
- Develop and update training materials on establishing and maintaining a safe, inclusive, accessible and clean work environment.
- Conduct regular training sessions for all staff on the importance of maintaining a safe, inclusive and accessible work environment.
- Ensure physical spaces are inclusive and accessible by addressing mobility needs (e.g., ramps, elevators), providing gender-sensitive facilities (e.g., breastfeeding rooms) and ensuring safety measures are in place (e.g., emergency exits, fire extinguishers).
- Integrate safety, inclusivity and accessibility principles into onboarding and orientation processes to build awareness from the outset.
- Establish a feedback mechanism to gather staff input on the work environment and use this information to make necessary improvements.

End of D. Working Conditions Pathway Indicators

E. MOTIVATION PATHWAY INDICATORS

PRECONDITION

E 2.1

Good performance is supported within the system

INDICATOR

- Number and percentage of employees recognised by formal recognition systems
- Number and percentage of employees who report feeling that good performance is acknowledged and appreciated
- Existence of formal performance review and recognition systems with objective and transparent criteria (Y/N)
- Existence of informal recognition processes that promote inclusivity and equitable recognition (Y/N)

SOURCES OF DATA

- HR files
- Staff survey
- Performance review documentation
- Recognition programme records

RATIONALE

Formal systems to support good performance and address poor performance must be objective, transparent and inclusive.

INTERVENTIONS

- Implement formal recognition programmes that are based on objective, transparent and inclusive criteria. Ensure these programmes are accessible to all staff, including remote and field-based workers.
- Develop and promote informal recognition processes and communicate recognition ideas to managers.
- Ensure recognition programmes are equitable by tracking who is being recognised and identifying any potential biases (e.g., gender, role or department-based disparities).
- Develop objective and transparent performance review systems.
- Integrate DEIA principles into recognition programmes by ensuring that contributions from underrepresented groups are acknowledged and celebrated.
- Communicate recognition ideas to supervisors and managers to foster a culture of regular, informal recognition.
- Provide training for supervisors on how to deliver constructive feedback and meaningful recognition to employees in an inclusive and equitable manner.

PRECONDITION

E 2.2

All SC workers understand and care about their role in the health care system

INDICATOR

- Percentage of staff who report their role and its impact on health outcomes
- Percentage of staff who feel their work is valued within the organisation

SOURCES OF DATA

- Staff survey
- Onboarding and orientation records

RATIONALE
Staff who understand their role and its significance within the broader health care system are more likely to perform well, remain motivated and contribute to an effective supply chain.

INTERVENTIONS

- Strengthen onboarding and orientation processes to ensure staff understand their roles and the impact on health care delivery.
- Identify internal communication strategies to highlight the importance of each role in ensuring health care outcomes and addressing gaps in service delivery.
- Incorporate inclusive storytelling approaches to showcase the diverse contributions of SC workers in improving patient outcomes.
- Conduct regular supervisor-led discussions to reinforce the connection between staff roles and broader organisational goals, ensuring that all staff feel valued and included.

PRECONDITION

E 2.3

All SC workers have a sense of ownership of their role

INDICATOR

- Percentage of staff who feel positively that they have a sense of ownership of their role

- Percentage of staff who report feeling empowered to make decisions within their responsibilities

- Percentage of staff who report that their input is valued by their supervisors and peers

- Existence of formal mechanisms that allow staff to provide input on SC processes and improvements (Y/N)

SOURCES OF DATA

- Staff surveys or interviews

- Supervisor interviews

- Performance appraisal records

- Employee feedback forms

RATIONALE

When staff take ownership of their roles, they feel responsible for their work and are more likely to perform effectively. Ownership also improves accountability, decision-making and job satisfaction.

INTERVENTIONS

- Create a workplace culture that values and encourages staff to share their opinions and feel a sense of belonging.

- Establish mechanisms for staff to propose and implement process improvements.

- Incorporate ownership principles into incentive programmes, performance management and appraisal systems.

- Conduct regular team-building sessions to foster a shared sense of purpose and belonging within the organisation.

- Provide training for supervisors on fostering a culture of ownership and accountability by empowering staff and promoting autonomy.

- Ensure inclusive communication channels are in place so that all staff, including those from historically marginalised groups, feel that their voices are heard and valued.

PRECONDITION

E 3.1

Poor performance is corrected

INDICATOR

- A progressive performance improvement process for identifying and documenting poor performance is in place (Y/N)

- Existing performance improvement process details procedures that allow supervisors to address and correct poor performance (Y/N)

- Documented examples of supervisors addressing poor performance through formal processes (e.g., coaching, disciplinary action, reduced merit increase) exist (Y/N)

- Percentage of staff undergoing a performance improvement process who show documented progress after a specified period

- Percentage of supervisors who report feeling confident in applying performance improvement processes

SOURCES OF DATA

- HR files
- Policy database
- Performance improvement plans
- Supervisor interviews or surveys

RATIONALE
Monitoring and documenting poor performance allow issues and progress to be tracked and improvements to be achieved

INTERVENTIONS

- Improve supportive supervision and performance management systems by integrating regular feedback, coaching and mentoring into routine management practices.

- Develop or improve progressive a disciplinary process that ensures fairness and transparency.

- Reform HR policy to ensure supervisors have the authority to implement performance improvement processes, with safeguards to prevent misuse or discrimination.

- Integrate DEIA principles into performance management processes by ensuring supervisors consider individual needs and provide reasonable accommodations where necessary.

- Provide training for supervisors on how to implement performance improvement processes effectively, with an emphasis on psychological safety, constructive feedback and creating a learning-focused environment.

- Build a learning and growth mindset culture by encouraging supervisors and staff to view mistakes as learning opportunities, promoting continuous improvement rather than punitive measures.

- Conduct training sessions on growth mindset, psychological safety and constructive feedback to foster a culture where failures are viewed as opportunities for learning, growth and innovation within the SC workforce.

- Develop tools and templates for performance improvement plans to guide supervisors through the process, ensuring consistency and fairness.

- Ensure accountability mechanisms are in place to monitor the application of performance improvement processes, identifying patterns of bias or inconsistency in their use.

PRECONDITION

E 3.2

Good performance is recognised and rewarded

INDICATOR

- A performance management system (policies, tools, procedures) is in place (Y/N)
- Percentage of staff who report receiving recognition for good performance
- Percentage of staff from underrepresented groups who report receiving recognition for their contributions

SOURCES OF DATA

- HR files
- Staff survey
- Performance appraisal records

RATIONALE
Employee recognition improves morale, loyalty, ownership, motivation and retention.

INTERVENTIONS

- Improve and increase use of supportive supervision and performance management systems to ensure recognition is consistent and meaningful.
- Develop a formal recognition programme that outlines what accomplishments will be recognised (e.g. outstanding performance, length of service), how often recognition will occur and the methods of recognition.
- Ensure the recognition programme is inclusive by celebrating achievements across all levels and acknowledging diverse contributions from different groups, including women, people with disabilities and other historically marginalised groups.
- Implement both formal and informal recognition practices to foster a culture of appreciation. Formal recognition can include structured awards programmes, while informal recognition can involve day-to-day acknowledgments by supervisors.
- Conduct periodic reviews of recognition programmes to ensure they remain effective, equitable and aligned with organisational goals.

PRECONDITION

E 3.3

Good performance leads to career advancement

INDICATOR

- Existence of a competency-based promotion policy that includes provisions for equitable advancement (Y/N)
- Percentage of promotions in the last 12 months based on documented performance reviews
- Percentage of leadership roles filled by internal promotions

SOURCES OF DATA

- HR files
- Policy database
- Promotion records

RATIONALE

Internal promotions based on merit motivate employees by showing that good performance is recognised and rewarded.

INTERVENTIONS

- Develop and implement competency-based promotion framework that aligns with performance management systems and includes provisions for equitable career advancement.
- Ensure that promotion processes are transparent and communicated clearly to staff, including the criteria and pathways for career progression.
- Train supervisors and HR staff on applying promotion criteria.
- Establish clear communication channels to inform staff about promotion opportunities and criteria.
- Conduct regular reviews of promotion practices to ensure that advancement opportunities are fair, inclusive and merit based.
- Provide targeted leadership development programmes for underrepresented groups to build a more diverse pipeline of future leaders.
- Implement mentorship programmes to help staff, especially those from historically marginalised groups, prepare for advancement opportunities.

PRECONDITION

E 3.4

There is an understanding of how SC affects health outcomeshealth outcomes

INDICATOR

- Percentage of staff who agree that their SC work contributes to improving health outcomes

- Percentage of staff who can accurately explain how their role impacts patient care and service delivery

- Existence of learning materials (e.g., presentations, briefs, videos) explaining the link between SC performance and health outcomes (Y/N)

SOURCES OF DATA

- Staff surveys or interviews

- Supervisor interviews

- Onboarding and training records

- Internal communication materials

RATIONALE

Understanding how supply chain performance affects health outcomes is essential for building accountability among individual workers and enabling staff to align with programme goals.

INTERVENTIONS

- Incorporate sessions on the link between SC performance and health outcomes into onboarding and orientation programmes, highlighting real-life examples and case studies.

- Develop and share accessible learning materials (e.g., videos, infographics, newsletters) that explain how SCM contributes to equitable health care service delivery.

- Conduct regular staff engagement sessions to reinforce the connection between individual roles and patient outcomes, ensuring all staff understand the broader impact of their work.

- Integrate feedback mechanisms into staff surveys to assess understanding of SC's role in improving health outcomes and to address knowledge gaps as needed.

- Highlight stories of SC success and impact during internal meetings or communications to demonstrate the tangible link between SC performance and patient care.

PRECONDITION

E 3.5

Workers have the authority to make and implement decisions, identify mistakes and find solutions

INDICATOR

- Job descriptions include objectives, reporting relationships, decision-making responsibilities (Y/N)

- Percentage of staff who report they have the authority to make and implement decisions

- Percentage of staff who feel empowered to identify mistakes and propose solutions

- Existence of documented decision-making protocols that empower staff at all levels (Y/N)

SOURCES OF DATA

- Job descriptions

- Staff surveys

- Performance appraisals

- Policy and procedure manuals

RATIONALE

Empowering workers to make and implement decisions fosters a collaborative, innovative and engaged workforce and environment

INTERVENTIONS

- Ensure the organisational structure (organogram) supports required decision-making authority at appropriate levels to avoid bottlenecks and improve efficiency.

- Review and update job descriptions to ensure they clearly outline reporting relationships, objectives and decision-making responsibilities for each position.

- Provide leadership training to managers and supervisors on fostering a culture of empowerment and trust by delegating decision-making authority.

- Implement decision-making protocols and accountability mechanisms that clarify which decisions can be made at each level and how staff can escalate issues if needed.

- Conduct training sessions for staff on identifying problems, analysing root causes and proposing solutions to build a problem-solving mindset across the organisation.

- Create a psychologically safe environment where staff feel comfortable acknowledging mistakes and discussing solutions without fear of punitive action

PRECONDITION

E 4.1

Equitable financial incentives are in place

INDICATOR

- Equitable financial incentive system in place and operational (Y/N)
- Pay rate differential exists between high performers and others (satisfactory or low performers)
- Percentage of staff who report that financial incentives are fair and equitable
- Percentage of women and people with disabilities who report receiving financial incentives comparable to other staff

SOURCES OF DATA

- HR files
- HR files (salary information)

RATIONALE

A variety of incentives, including financial rewards and salary increases, can improve

INTERVENTIONS

- Develop and implement a performance management system that includes equitable financial incentives for high performers, ensuring the system is transparent and consistently applied.
- Ensure financial incentives are fair and equitable by conducting regular reviews to address potential pay disparities, especially for women, people with disabilities and other marginalised groups.
- Provide training to managers and HR personnel on how to administer financial incentive programmes fairly and consistently.
- Introduce non-monetary rewards for teams or individuals when financial rewards are not feasible, such as public recognition, additional leave days or professional development opportunities.
- Regularly assess the financial incentive system's effectiveness in improving employee performance and adjust as needed to ensure it remains equitable and motivational.

PRECONDITION

E 4.2

Nonfinancial incentives are in place

INDICATOR

- Nonfinancial incentive system is in place and being used (Y/N)
- Nonfinancial incentives are provided appropriately, based on strong performance (Y/N)
- Percentage of staff who report feeling recognised for their contributions
- Percentage of staff who report receiving nonfinancial incentives that align with their career goals and interests
- Percentage of staff who report that the nonfinancial incentive system is fair and transparent
- Number of staff receiving nonfinancial incentives disaggregated by gender, disability status and other relevant factors

SOURCES OF DATA

- HR files
- Policy database
- Staff surveys

RATIONALE

Nonfinancial incentives, including recognition from leaders/supervisors, mentoring and professional development, are powerful motivators

INTERVENTIONS

- Develop and implement a performance management system that includes nonfinancial rewards, ensuring the system is transparent and consistently applied.
- Provide diverse nonfinancial incentives that meet the needs of staff, including mentoring, upskilling programmes, flexible work arrangements and public recognition of achievements.
- Ensure nonfinancial incentives are equitable by conducting regular reviews to check that all staff—regardless of gender, disability, or background—have equal access to recognition and rewards.
- Provide clear and transparent career plans and tailored learning opportunities as nonfinancial incentives to staff, based on their performance, needs and career goals.
- Monitor the application of nonfinancial incentives to ensure they are given appropriately, based on strong performance. High-performing staff should be recognised more frequently and visibly than low-performing staff.
- Promote a culture of recognition where both formal and informal nonfinancial incentives are regularly used to acknowledge contributions from staff at all levels.
- Provide training to supervisors on how to implement nonfinancial incentive programmes fairly and how to effectively recognise and motivate staff through nonfinancial rewards

PRECONDITION

E 5.1

Supervisors provide supportive supervision and objective performance management to their staff

INDICATOR

- Percentage of staff who received a 360-degree performance management review in last 12 months
- Percentage of staff who received a supportive supervision visit in last 12 months
- Percentage of staff who report that performance reviews are fair, objective and helpful
- Percentage of supervisors trained in conducting 360-degree performance assessments and supportive supervision
- Percentage of staff who report receiving regular feedback on their performance from supervisors
- Percentage of staff development plans created or updated as a result of performance reviews

SOURCES OF DATA

- HR files
- Performance appraisal records
- Supervisory visit records
- Staff feedback surveys

RATIONALE

Performance reviews and supportive supervision align individual employee actions with the organisation's goals. They clarify job expectations, provide constructive feedback and create a documentation process for personnel decisions.

INTERVENTIONS

- Ensure supportive supervision systems are in place, including structured supervisory visits and follow-up actions to address staff performance needs.
- Implement 360-degree performance assessments that allow staff to receive feedback from multiple perspectives, including supervisors, peers and subordinates, to ensure a fair and holistic evaluation.
- Develop and disseminate performance management guidelines that outline clear, objective and transparent performance criteria to ensure consistency across all assessments.
- Train supervisors on supportive supervision techniques, focusing on how to provide constructive feedback, conduct performance assessments and foster an environment that supports professional growth.
- Incorporate self-assessments into the performance management process to encourage staff to reflect on their performance and identify areas for improvement.
- Use feedback from performance assessments to create or update individual staff development plans, ensuring that staff receive the support needed to improve their competencies and achieve career goals.
- Establish regular feedback loops between supervisors and staff to ensure performance management is an ongoing, supportive process rather than a one-time annual review.
- Monitor the effectiveness of supportive supervision visits and performance reviews by collecting feedback from staff on the usefulness and fairness of these processes.

PRECONDITION

E 6.1
Performance management policies are in place

INDICATOR

- Performance management policies and procedures exist (Y/N)
- Percentage of supervisors trained in performance management policies and procedures
- Percentage of staff who report that performance management policies are clear, fair and consistently applied
- Percentage of performance reviews that include a documented follow-up plan for staff development
- Percentage of supervisors trained in performance management policies and procedures
- Percentage of staff who report that performance management policies are clear, fair and consistently applied
- Percentage of performance reviews that include a documented follow-up plan for staff development

SOURCES OF DATA

- HR files
- Policy database
- Performance management documentation

RATIONALE

Effective performance management systems foster accountability, transparency and continuous improvement within the organisation. These systems provide structured feedback on performance, identify high and low performers, pinpoint training needs and document promotions or disciplinary actions.

INTERVENTIONS

- Consult with staff and experts in local labour laws to draft or improve performance management policies and procedures, ensuring compliance with legal requirements and alignment with best practices.
- Implement 360-degree performance assessments and self-assessments across the organisation to enhance accountability and transparency.
- Implement clear, objective and transparent performance assessment criteria that outline expectations for staff performance and ensure assessments are fair and unbiased.
- Create a feedback loop within performance management systems to ensure that staff receive regular feedback on their performance, along with actionable steps for improvement.
- Integrate performance management policies into staff development plans to ensure performance feedback leads to meaningful professional growth opportunities.
- Provide training for supervisors and managers on the implementation of performance management policies, focusing on conducting fair assessments, providing constructive feedback and addressing performance issues effectively.
- Establish a monitoring and evaluation process to review the effectiveness of performance management systems, ensuring they are being implemented as intended and adjusted based on staff feedback and organisational needs.

PRECONDITION

E 6.2

Supervisors understand the reasons for poor performance

INDICATOR

- Percentage of supervisors who feel they can identify the reasons for poor performance
- Performance management system includes documentation of corrective action plans (for individuals identified to have poor performance) (Y/N)
- Percentage of supervisors trained in identifying and addressing performance challenges using a DEIA lens
- Percentage of corrective action plans that include measurable improvement targets
- Percentage of supervisors who report feeling confident in their ability to implement corrective action plans using a DEIA lens
- Percentage of poor performance cases where improvement is documented within six months
- Percentage of staff who feel that performance improvement plans are fair and equitable

SOURCES OF DATA

- Staff survey
- HR files
- Staff survey
- Performance management system documentation

RATIONALE
Supervisors must be able to identify and address poor performance effectively and equitably. Recognising both individual and systemic factors that contribute to performance challenges ensures a fair and supportive approach that promotes accountability and improvement.

INTERVENTIONS

- Provide training for supervisors on competencies necessary to run supportive supervision and performance management systems

- Conduct training sessions for supervisors on diagnosing the causes of poor performance. Ensure training includes methods to identify and address biases that may impact performance evaluations.

- Develop and implement a performance management system that includes documentation of corrective action plans (for individuals identified to have poor performance).

- Incorporate DEIA principles into performance management processes, ensuring supervisors are aware of potential barriers faced by historically marginalised groups and how to provide equitable support to all staff.

- Provide training on psychological safety and inclusive leadership to supervisors to help them create supportive environments where staff feel safe discussing performance challenges openly and without fear of negative repercussions.

- Ensure performance management policies include a feedback loop, allowing staff to share their perspectives on performance-related challenges and proposed solutions.

- Track and monitor the effectiveness of performance improvement plans, ensuring progress is regularly reviewed and adjustments are made as needed.

E. MOTIVATION PATHWAY INDICATORS (continued)

PRECONDITION

E 6.3

Supervisors feel enabled to provide and receive constructive feedback

INDICATOR

- Percentage of supervisors who feel enabled to provide and receive constructive feedback
- Percentage of staff who report their supervisor provides them with constructive feedback and open to receiving feedback in return
- Percentage of performance appraisals that document instances of constructive feedback given to staff
- Percentage of supervisors who have completed training on giving and receiving feedback using a DEIA lens
- Percentage of staff who feel that feedback processes are fair, inclusive and respectful

SOURCES OF DATA

- Staff survey
- HR training records
- Performance appraisal documentation

RATIONALE

Constructive feedback is essential for continuous improvement and staff development. Supervisors need both the skills and organisational support to provide and receive feedback effectively.

INTERVENTIONS

- Provide training to supervisors on giving and receiving constructive feedback, incorporating DEIA principles to ensure feedback is equitable and respectful.
- Empower supervisors in feedback processes by integrating feedback responsibilities into performance management systems.
- Develop tools and guidelines to help supervisors provide objective, actionable feedback linked to performance goals.
- Incorporate feedback into employee development plans and performance appraisals to make feedback an ongoing process.
- Monitor feedback processes through staff surveys to ensure feedback is perceived as fair, inclusive and helpful.
- Create opportunities for peer feedback to promote a continuous learning culture.
- Ensure supervisors receive feedback on their own performance, modelling effective feedback behaviours for their teams.

PRECONDITION

E 6.4

Supervisors have the skills to communicate feedback on poor performance to staff

INDICATOR

- Percentage of supervisors trained on delivering feedback n poor performance
- Supervisory guidelines for providing constructive feedback on poor performance exist and are operational
- Evidence in the performance management documentation of supervisors communicating poor performance (Y/N)
- Percentage of staff who report receiving constructive feedback on poor performance from their supervisors

SOURCES OF DATA

- HR files
- Staff survey
- HR training records
- Supervisory personnel files
- Performance management system documentation

RATIONALE

Communicating poor performance effectively helps staff understand where improvement is needed and fosters accountability. Supervisors need the skills, tools and confidence to provide feedback constructively and objectively.

INTERVENTIONS

- Train supervisors on giving constructive feedback that focuses on improvement rather than blame.
- Develop and implement supervisory guidelines for communicating feedback on poor performance.
- Incorporate feedback skills into existing supportive supervision and performance management training.
- Include feedback processes in supervisory job descriptions and performance appraisals to ensure accountability.
- Provide refresher training to supervisors to maintain feedback skills and keep up with best practices.
- Integrate role-playing exercises and case studies in training to help supervisors practice delivering feedback in challenging scenarios.

End of E. Motivation Pathway Indicators

Notes

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