'Workforce excellence is essential for sustainable health supply chains'

Systematic Assessment and Planning of Human Resources for Supply Chain Management

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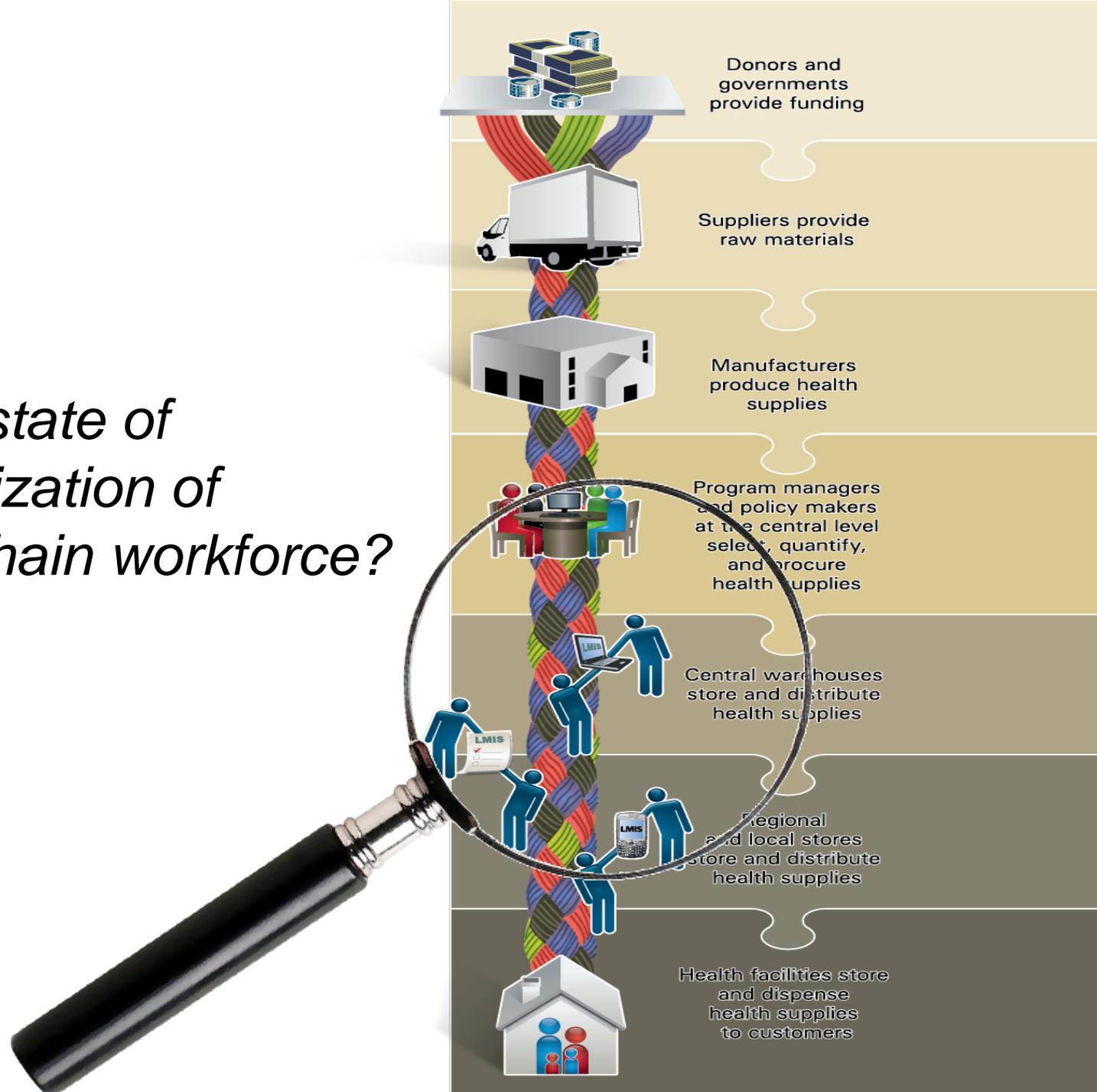John Snow, Inc.

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What is the state of professionalization of the supply chain workforce?

Assessment Guide and Tool

- Reference document review

- Supply chain profile

- Diagnostic dashboard

- Supplemental surveys

HR Capacity Assessment Tool

Purpose

Document state of HR capacity

Identify opportunities to build HR

Approach

Build ownership

Adapt tool

Adjust surveys for respondents

Deliverables

Detailed HR analysis

Supply chain HR strategy

Implementation Roadmap

Outputs

Direct limited funding

Connect HR with supply chain

Build capacity of SC personnel

HRH Building Blocks for SCM

Block 1
Build Powerful Constituencies

Block 2
Optimize Policies & Plans

Block 3
Workforce Development

Block 4
Performance Management

Block 5
Professionalize SCM

Components & Dimensions

HR Building Block	HR Dimension (Sample)
Powerful constituencies	SCM HR champion, commodity security group
Policies and plans	HRIS, SCM SOPs, HR policies
Workforce development	SCM pre-service training, IST, SCM job descriptions
Workforce performance management	Retention and performance incentives, supervision
Professionalization	SC certification, professional associations, etc.

Three Phases

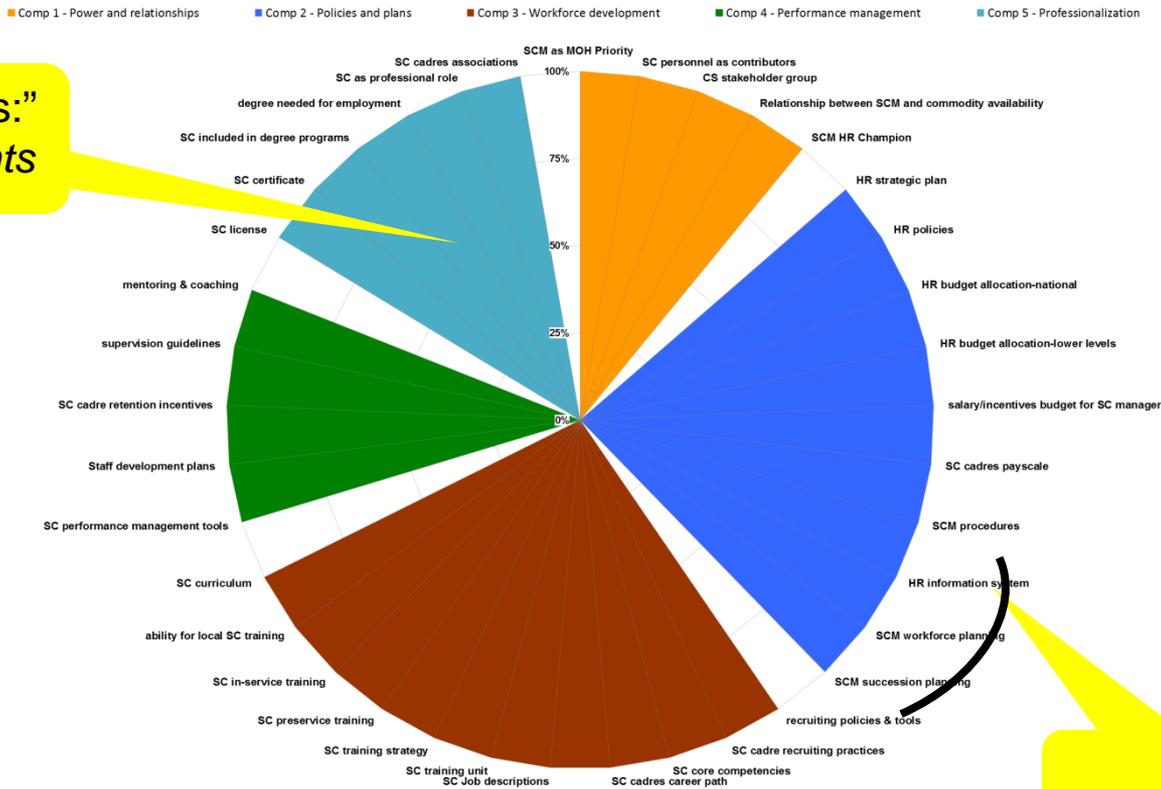|	Phase 1: Preparation	Phase 2: Implementation	Phase 3: Analyze and Report
Resources	• Assessment team • Program managers (PMs) • Key MOH Stakeholders	• Assessment team • Program managers • Central Level informants • Provincial, SDP informants	• Assessment team • Key MOH stakeholders
Actions	• Review resource materials • Administer, collect, & develop supply chain profile(s) • Refine assessment tool • Confirm data collection methodology and timeframe • Orient MOH, PMs • Schedule data collection visits/logistics	• Collect data at the central and provincial levels (interviews/ focus groups)	• Analyze data, develop findings • Review findings with stakeholders • Finalize findings and report
Results	• Supply chain profile(s) • Finalized tool • Data collection process and logistics confirmed • MOH, PMs oriented	• Data collected	• Data analysis • Stakeholder review • Supply chain HR strategy, implementation plan

PEOPLE that DELIVER

Combination of Survey Tools

Tool	Process	Result
Supply Chain Profile	• Administer SC Profile Tool • Collect and analyze responses • Assign access based on identified audience • Notify survey respondents	• Develop an accurate picture of how each supply chain is designed and functions • Identify key roles and responsibilities of people working in supply chains
Focus Groups	• Review focus group protocol guide • Schedule focus groups • Conduct focus groups • Transcribe and submit notes	• Gather data on each HR component • Develop an accurate understanding of the current state of human resources in supply chain for each HR component
Interviews	• Review interview guide • Schedule interviews • Conduct interviews • Transcribe and submit notes	• Gather needed additional detail to clarify findings from focus groups

Diagnostic Tool Dashboard

Supply Chain HR petal graph

Legend:
- Comp 1 - Power and relationships
- Comp 2 - Policies and plans
- Comp 3 - Workforce development
- Comp 4 - Performance management
- Comp 5 - Professionalization

Colored "Petals:" *HR Components*

HR Dimensions

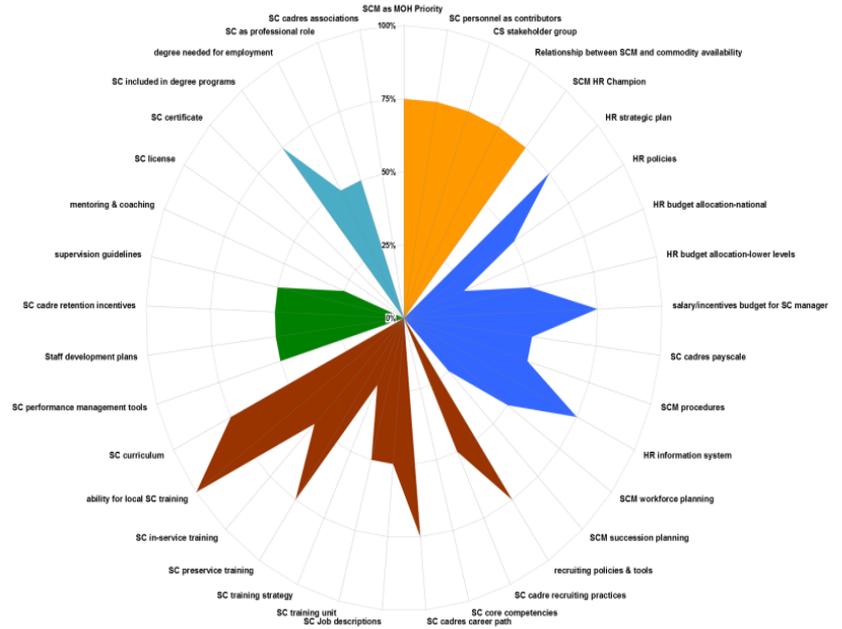**Sample Display: Fully Developed Supply Chain Human Resource System**

HR for SCM Comparisons: Country-by-Country

Using the Assessment Tool

- Previous iterations of the tool have been adapted and used by PtD focus countries*

- Seven other countries have implemented the reviewed tool

- Assessment results only move into action with commitment to implement and fund strategic and operational plans

- **Burkina Faso***
- **Dominican Republic***
- El Salvador
- **Ethiopia***
- Ghana
- Guatemala
- **Indonesia***
- **Liberia***
- **Namibia***
- Nicaragua
- Rwanda
- Tanzania
- Zimbabwe

Sample of Key Results

- Helped identify number of SC staff required for logistics unit

- Recommended and resulted in the establishment of a logistics management unit.

- Recruitment identified as an area for strengthening; developed a recruitment toolkit

- Results have opened a door to larger supply chain strategy conversations

Photo courtesy of Supply Chain Management System Project

Lessons Learned

- Guide and tool must be adapted to specific country-contexts→ defining the assessment scope is critical

- Assessment is an opportunity for MOH HR directors and HRH partners to be introduced to supply chain workforce challenges

- In some countries, pharmacists are the only "recognized" SC professionals, as law dictates that they are the only responsible cadre to handle medicines

- Opportunity to incorporate SC workforce into HRIS and overall HRH strategy

- Supply chain is considered a support staff cadre, not recognized as a profession in its own right
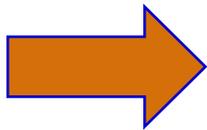
Learn More Tomorrow!

- **HR for SCM Assessment Guide & Planning Tool Workshop**
  - Thursday 11:00–13:00
  - Track 4: Auditorium 1
  - Led by Moto Eomba (JSI) with Sonia Brito-Anderson (IntraHealth) and Edgar Barrillas (MSH)

Accessing HR for SCM Tools

What is the state of my program's overall human resources for public health supply chain management?

Human Resource Capacity Development for Public Health Supply Chain Management: Assessment Guide & Toolkit

http://deliver.jsi.com/dhome/whatwedo/capbuilding/cbhrscm

Thank you!

This presentation was put together in collaboration with

Motomoke Eomba, Director, Capacity Building

The PtD Board: