

The Path to SCM Professionalization: Case Study Portfolio



Sponsored by Gavi Supply Chain
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This work could not have been produced without the efforts of all of these individuals and organizations.



Introduction

Gavi, The Vaccine Alliance, alongside the People and Practice Priority Working Group (P&P PWG) of the Gavi Supply Chain Strategy, aims to explore the personnel profiles behind SCM in the private and public sectors. Through an increased understanding of the appropriate level of expertise, authority and resources required for SCM personnel to oversee the supply chain (SC), our goal is to support countries in having dedicated and competent health SC leaders with adequate numbers of skilled and motivated personnel at all levels of the health system¹. In so doing, we hope to help overcome existing and emerging immunization SC challenges.

Evidence shows that the profession of “supply chain manager” often does not exist in countries eligible for Gavi support, and there are insufficient managers and workers to effectively manage supply chain operations². Those operating supply chains (usually pharmacists, nurses and other health workers) have often not received formal training in SCM, and there is a lack of structure and systems in place to share good practices. As new, more expensive and more voluminous vaccines and other pharmaceutical products are introduced, the stakes are even higher for health supply chains.

With this in mind, Gavi, The Vaccine Alliance, and the P&P PWG developed 15 case studies across 12 organizations (see Table 1) on the personnel profiles and HR practices for SCM within different private firms, organizations and NGOs. We hope these will be used to inform the implementation and/or reinforcement of the SC central manager position within country Ministries of Health and EPIs as part of a country support package for SC managers³. The goal of Gavi Alliance is that countries will have in place action plans to develop immunization SC leaders/managers, to build the capacity of the workforce to effectively manage the SC and to implement these plans.

This portfolio is a compilation of conversations with leading players in global and national SCM. In addition to discussion on each participant’s own background, this work covers workplace environment, hiring practices, stakeholder relationships, HR policies and practices, performance and incentives. Key points for application are also discussed. Each can be read separately and on a case-by-case basis. However, the Discussion section (page 9) of this portfolio brings to the forefront key learnings from this project in its entirety. These learnings include supporting the role of SCM within organizations, clarifying their position in coordination with health and medical authorities, and introducing the proper HR training through supportive internal and external partnerships. Tools, plans and processes contribute to effective SCM, but the human talent and SCM’s professionalization are key to improving health systems.

¹ Strong supply chains increase positive health outcomes and require a trained workforce with specific technical skill and managerial capacity. For more information, see <http://www.peoplethatdeliver.org/sites/peoplethatdeliver.org/files/418/files/PtD%20Strategic%20Plan%20-%20FINAL%20%28website%20version%29.pdf>.

² See http://deliver.jsi.com/dlvr_content/resources/allpubs/guidelines/HumaResoCapaDeve_AsseGuid.pdf.

³ This support package will be composed of deliverables from the P&P PWG, including guidance, tools and resources to support plans for strengthening SC leadership and the SC workforce.



Methodology

Case study outreach was conducted in January 2015, and all participants came forward on a voluntary basis. Each participant was interviewed following the same semi-structured interview guideline (see annex). This guideline was built off the USAID Deliver Project and PtD Five Building Blocks Assessment Tool⁴, which emphasizes constituencies, policies and plans, a developed workforce, performance management and SCM competency development and professionalization. PtD's case study project with Taylor Wilkinson and Tiffany Deng also contributed to this work. The interview guideline included a section for brainstorming on how the practices from private sector, organizations and NGOs could be applied to health. These questions were formed based on the issues raised in the International Association of Public Health Logisticians (IAPHL) HR in SCM discussion report moderated and distributed on the IAPHL list serve and website in March 2015⁵, as well as the March 2104 P&P PWG GAVI Supply Chain Strategy People and Practice Evidence Review⁶. Each interview lasted approximately two hours. The case studies were compiled individually and reviewed by members of Gavi and the P&P PWG, as well as by the participant. Additional analysis and review was involved in the making of this case study portfolio, drawing on main points that came up in multiple case studies. These key findings can be found in the Discussions section of this document.

Table 1 Case Study by Organization, Participant(s) and Location(s)

Organization	Participant(s)	Location(s)
AMP	Philippe Jaillard, Health Technology and Logistics Leader	Ferney-Voltaire, France, Western Europe
AmerisourceBergen Corporation	June Barry, Executive VP and Chief HR Officer Mike Kody, VP of Global Sourcing and Manufacturer Relations	Conshohocken, PA, Northeast, USA
Cardinal Health	Yong-Tjoon Ng, HR VP and SAP Advisor	Shanghai, China, East Asia
GE Healthcare	Phillip Griffith, SC Leader for GE Healthcare Sub-Saharan Africa	Lagos, Nigeria, West Africa
MMSCM LLC	Maeve Magner, SC Consultant	Dublin, Ireland, Northern Europe
Project Last Mile	Adrian Ristow, Coca-Cola Last Mile Program Director Trip Allport, 3 Degrees Ventures Founder	Port Elizabeth and Cape Town, South Africa
SHI	Dayo Fatoke, Program Coordinator Rawlings Semlak, SC Manager Emmanuel Idenu, Distribution Pharmacist	Abuja, Nigeria, West Africa
Takeda Vaccines, Inc.	Miguel Blanca, Senior Director of Vaccine SC and Planning	Deerfield, IL, Midwest USA
The UPS Foundation	Kevin Etter, Global Strategy Manager Esther Ndichu, Humanitarian SC Director	Geneva, Switzerland and Brussels, Belgium, Western Europe
United Drug Supply Chain Services	Hillary Collins, Head of HR	Dublin, Ireland, Northern Europe
Western Canada Utilities Sector	Paul Chilton, Manager of Materials Management	Vancouver, British Columbia, Western Canada

About the Organizations

Agence de Médecine Préventive (AMP)

⁴ More information about this tool can be accessed at <http://deliver.jsi.com/dhome/whatwedo/capbuilding/cbhrscm>.

⁵ Read online at http://iaphl.org/files/2015/03/IAPHL_GaviHRinSCM.pdf.

⁶ Read online at <http://www.peoplethatdeliver.org/sites/peoplethatdeliver.org/files/FINAL%20GAVI%20Supply%20Chain%20Strategy%20Evidence%20Review%20Report%2021st%20May%202014.pdf>.



<http://amp-vaccinology.org/>

Founded in 1972, AMP has offices in France, Côte d'Ivoire, Burkina Faso, Togo, Benin and Vietnam, with 40 ongoing projects in 30 countries. Through vaccinology research, immunization and health services strengthening, health policy and institutional development and human resources for health and training, AMP is a non-profit organization committed to strengthening countries' capacity to prevent and control endemic and vaccine-preventable diseases.



AmerisourceBergen Corporation (ABC)

<http://www.amerisourcebergen.com/abcnew/>

ABC, headquartered in Chesterbrook, Pennsylvania, USA, aims to create and support innovative partnerships with global manufacturers, providers and pharmacies to improve product access and efficiency throughout the healthcare SC. With a hand in the largest global generics purchasing organization, in the leading speciality pharmaceutical services provider and in myriad community and health system pharmacies, ABC boasts a network of relations that come together to bolster and enhance patient care worldwide.



Cardinal Health

<http://www.amerisourcebergen.com/abcnew/>

Headquartered in Dublin, Ohio, USA, Cardinal Health is a \$91 billion healthcare services company that seeks to improve cost-effectiveness, efficiency and quality of healthcare. This corporation helps pharmacies, hospitals, ambulatory surgery centres, clinical laboratories and physician offices to prioritize patient care and quality service. Cardinal Health employs 34,000 people worldwide and provides products and services to 100,000 locations each day.



GE Healthcare

<http://www3.gehealthcare.com/en>

Headquartered in the United Kingdom, GE Healthcare is a unit of General Electric Company. GE Healthcare provides transformational medical technologies and services to healthcare professionals and their patients in more than 100 countries, with the aim that these technologies will support reduced costs, increased access and improved quality and healthcare around the world.



Maeve Magner Supply Chain Management (MMSCM LLC)



Based on her wealth of SCM experience in both the private sector and development space, Maeve Magner works as an independent consultant on a number of SC projects worldwide. Her aim is to close the gap between public and private practices through SC support and market access. MMSCM LLC is headquartered in Dublin, Ireland but work is done globally year-round.

Project Last Mile

<http://www.coca-colacompany.com/our-company/infographic-project-last-mile>

Project Last Mile is a Coca-Cola, USAID, Global Fund and Bill & Melinda Gates Foundation initiative that applies Coca-Cola distribution expertise, marketing know-how and business skills to supply the most far-away areas with life-saving medicines and medical supplies. Coca-Cola's decades of experiences are being leveraged to improve the storage, distribution and marketing of medical supplies in even the most unreachable parts of Africa.



Sustainable Healthcare Initiative (SHI)

<http://shinigeria.org/>

Headquartered in Abuja, Nigeria, SHI is a non-governmental organization dedicated to strengthening mechanisms that promote sustainable healthcare in country. Primary focus is on SCM, training, procurement and warehousing, monitoring and evaluation and advocacy. SHI staffs 110 people with field workers in 36 states of Nigeria.



Takeda Vaccines, Inc.

<http://www.takeda.com/>

Founded in 1781, Takeda is a multinational corporation, headquartered in Osaka Japan, that strives toward improved health through leading medicine innovation. Their business scope includes research and development, sales and marketing, manufacturing and global transportation of pharmaceutical drugs. The Takeda Group consists of 163 companies, 144 consolidated subsidiaries and affiliates. Takeda employs nearly 40,000 among these groups.



UPS

<http://www.community.ups.com/the-ups-foundation/>

UPS founder Jim Casey established The UPS Foundation in 1951 in an effort to help build stronger and more resilient communities globally. The UPS Foundation, headquartered in Atlanta, Georgia, USA, is focused on enhancing diversity, capacity building, humanitarian relief and energy conservation by leveraging their internal logistics talent and by supporting like-minded organizations.



United Drug Supply Chain Services

<http://www.united-drug.com/>

United Drug Supply Chain Services, headquartered in Dublin, Ireland and subsidiary of UDG Healthcare, is a market leader in healthcare supply chain and logistics services. They work with principals, pharmacies and hospitals to custom fit services around these organizations' requirements. United Drug promotes Quality, Expertise, Ingenuity, Partnership and Energy. They operate out of Ireland and the United Kingdom.



Western Canada Utilities Sector

This organization chose to remain anonymous, but is a large utilities sector organization operating outside of Western Canada.



Discussion

This case study portfolio shed light on a number of topics within HR in SCM: the various types of SC manager profiles, personal and work environment enablers and barriers within SCM, hiring practices, stakeholder engagement, HR policies and practices, performance and incentives, and key points for application. In this section, we will discuss the recurring commentary that arose for each of these subjects.

Participant profiles

As seen in List 1 and List 2, a SC manager can go by many different titles, and possess any combination of degrees. Of the 15 academic degrees, only three qualify a background in SCM. According to the case study profiles, qualified expertise through university degree, while certainly important, is not seen as critical as a thorough understanding and experience of SC responsibilities. However, what became clear was that each participant possessed, at a minimum, a Bachelor's degree and some sought further qualification through an additional degree or SC certification from professional associations. As the field grows and becomes more recognized as a profession, a number of routes are possible for becoming qualified and competent. The beginning of one such solution to close this gap in qualification and experience is People that Deliver's Competency Framework⁷. This framework documents the competencies required by managers and leaders working in health supply chains.

Career paths varied, with SC experience both in and outside of the health sector. Some participants gained their experience working closely with one organization for the majority of their career, while others came in with years of outside work and consultant experience.

One important common factor was each participant's network. While some participants found their current position through an agency, job opportunities often became available through personal and professional

List 1 Degrees obtained by participants

Academic degrees

- Masters in Public Health
- Masters in Project Management
- Bachelor in Economics
- Bachelor in Public Administration
- Postgraduate Diploma in Quality Management
- Bachelor in Electronics Engineering Technology
- Masters in Manufacturing Systems and Robotics
- Masters in Operations and Supply Chain Management
- Doctorate in Management
- Bachelor in Management Sciences
- Masters in Business Administration
- Bachelor in Pharmacy and Pharmaceutical Technology
- Bachelor in Industrial Engineering
- Bachelor in Finance
- Bachelor in International Relations and Political Science
- Bachelor in Geography
- Masters of Engineering in Global Logistics and Supply Chain Management
- Masters of Industrial Engineering
- Doctorate in Pharmaceutical Technology
- Masters of Commerce and Management
- Bachelor of Strategic Management and Entrepreneurship

⁷ An electronic version of this Competency Framework is available here:

<http://www.peoplethatdeliver.org/sites/peoplethatdeliver.org/files/FINAL%20Validated%20SCM%20leadership%20%20management%20framework%2013th%20April%202015.pdf/>



relationships outside of the participant's current organization. These networks facilitated the sharing of lessons learned, best practices, and professional development opportunities as well. Internal promotions were also achieved through already existing relationships within the business. This network was considered as important as having the right academic and professional experience, though it was still contingent on their ability to perform the job well.

Job descriptions were regularly introduced to participants for their current position. These job descriptions include the reporting structure, supervisory role, key competencies, and the expected education, experience and characteristics. Job descriptions were rarely inflexible. As the field of SC changes, and the responsibilities of each participant shift, job descriptions grow to accommodate this. Thus, while job descriptions clarify roles and responsibilities, organizational flexibility also allows SC managers to adopt to the changing SC field and to their environment.

Enablers and barriers

Participants discussed both personal and work environment enablers and barriers. Personal enablers to lead SCM were experience in the field (i.e. exposure to different sectors, time spent in country offices, etc.), continuous SCM education and training, good leadership, global awareness and passion. Also noteworthy was the value added from consultant and/or information technology (IT) previous professional experience, as discussed by several participants. According to them, working in consulting and IT provided participants with additional insight once in their SCM roles. Barriers discussed by participants were insufficient funding, language, lack of a SCM formal education and lack of time.

Enablers in the work environment include on-the-job SCM training. Technical assistance and education, as well as internal capacity building, came up often in conversation with participants. Recognition of SCM as fundamental to business success and its representation at the leadership level were also commonly listed as enablers. Fair compensation and investment in HR talent, as well as in HR as a function, were discussed as well.

Barriers to SCM in the work environment were lack of SCM appreciation or knowledge, lack of communication, poor leadership, inadequate technological support, lack of tools and man power, and poor rural infrastructure. Competing interests in the business also became an obstacle. This was mentioned in

List 2 Job titles of participants

Job titles

- Health Technology and Logistics Program Leader
- Strategy and Business Development
- Supply Chain Leader
- Advisor in Supply Chain and Market Access
- Program Coordinator
- Assistant Manager
- Distribution Pharmacist
- Senior Director of Vaccine Supply Chain and Planning
- Global Strategy Manager for Healthcare Logistics
- Humanitarian Supply Chain Director
- Manager of Materials Management
- Technical Product Lead
- Head of Partner Collaborations



a number of case studies; examples are when businesses did what made 'business sense' and made decisions that drove down cost but risked product quality, or there was internal tension about spreading first-world business into lesser-established markets, such as those in Africa. Finally, country or company policy can hinder SCM. This happens when there are measures put in place that either incentivise inefficient behaviours, or put non-SC or untrained people in SCM positions.

It is with these workplace enablers and barriers in mind that PtD emphasizes constituencies, policies and plans, a developed workforce, performance management and SCM competency development and professionalization as the five building blocks for HR in SCM.

Hiring

Similarly to the participants, new hires at the management level are expected to have a Bachelor's degree. Additional training shows continued interest and is appreciated. Organizations look for experience in the field, SC knowledge, communication skills, relationship development, exposure to multiple functions of SCM, resilience, initiative, flexibility, problem solving, ethics, finance skills and good negotiation. Natural interaction with the employer and a candidate's personality are also important. Possible academic backgrounds sought after are operations, international business, engineering, finance, analytics, administration, pharmacy and economics. This lack of emphasis on SCM academic qualification is, once again, very interesting. Presently in SCM positions, it is difficult to determine a single profile, raising the question: Who can and cannot be a SC expert?

In hiring, the HR department is considered a partner in the process. They use both in-house and external recruitment practices to find new talent. An important finding was that many participating organizations prefer to keep turnover low and recruit from within. This mutual investment benefits both employee and employer, and reiterates the value of on-the-job training and competency building.

Stakeholders

Participating organization's stakeholders were Ministries of Health, partner organizations, customers, manufacturers, regulatory agencies, business leaders, salespeople, wholesalers, shareholders and union representatives. Enablers of stakeholder relationships were a good perception of SCM, trust and transparency, communication, quality service, aligned expectations, skills development, and continuity in personnel. Barriers to stakeholder relationships were lack of trust, lack of communication, inadequate information, undefined expectations, over commitment of service deliverables, competition, delays in payment and stagnant work development.

Obligations to stakeholders include delivery of services, quality products, brand management, contractual agreements and timely communication. In return, stakeholders are expected to provide funds and other resources, trainings and technical assistance, information and data.



HR policies and practices

In all cases, there were no SC-specific HR policies or strategies. HR policies were applied consistently across all organizational units. Some organizations referred to a single policy manual. These across-the-board policies and strategies keep things simple and cohesive in the work environment, and reduce fragmentation and duplication. This systematic and defined approach added certainty and reliability to the recruitment process.

HR budgets are often related to strategy and policy and include salary, training and safety (including equipment). It is sometimes the case that safety falls under a different budget, either operational or workers' compensation. Salary takes into consideration education and other certifications, experience, market value, network and job function. Thus, many times, salary was based on scales, bands or grades that measured these factors across a spectrum. Financial incentive and fair compensation are integral to supporting the professionalization of SCM.

Performance and incentives

Most organizations prescribe to an annual evaluation or performance review. These are tracked either monthly or quarterly, with a mid-year check in, and are often coordinated with career advancement. Bonuses are also tied to achieving growth goals.

Many organizations offer internal and external training opportunities. UPS and GE, for instance, are two examples of organizations that have their own campus for continued learning. Moreover, organizations sometimes provide tuition reimbursement to employees pursuing further education. Mentorship programs were available in case study organizations. However, it is noteworthy that many of these mentorship programs were informal.



Key points for application

A number of recommendations were offered during the making of this case study portfolio. Notable recommendations were as follows:

- **Clearly define SCM functions and roles.** Clarity of job description and the competencies required to properly fill these positions are integral to improving SCM.
- **Identify opposition to the professionalization of SCM.** Find gaps in the understanding of SCM and its values in order to develop proper messaging and avenues of collaboration to address these gaps.
- **Bridge the gap between SC managers and pharmacists/doctors** by elevating the SC skill set to be equivalent to medical authorities and by building awareness of and orientation to a team.
- **Encourage appropriate data collection.** Monitoring and evaluation allows SC managers to measure supply chain performance and to track what is in stock, what has been distributed or consumed and what needs to be corrected and/or improved. Data is required for effective forecasting and supply planning, including budgeting. Data enables informed decision making and empowers SC managers to take action.
- **Understand the value of SC** as an enabler of business through building credibility (through the use of data, skilled professionals, etc.) and spreading awareness, while also producing local demand for effective SCM through government engagement.
- **Offer SC trainings and structured learnings**, through on-the-job training, certification programs, academic degrees and an environment of continuous improvement. The SC skill set must be assessed and capacity built accordingly.
- **Invest in talent** by focusing on people development and by introducing the right salaries and budgets.
- **Put a business plan in place.** This includes a plan for the right people, the right budget and the right tools in place for effective SCM.
- **Introduce capable partners** through partial outsourcing, global working groups or steering committees, peer networks within countries and public-private partnerships. It is important to stress the *bilateral sharing* between public and private sectors.
- **Position yourself as the partner choice.** By understanding HR's and SCM's standing within its organization and with customers and pharmacists, both HR and SCM become indispensable to business operations.
- **Invest in the right resources.** Distribution systems infrastructure, transportation networks, communication technologies and monitoring and evaluation tools enable SC.
-



Conclusion

Gavi, The Vaccine Alliance, is committed to supporting countries improve their health and supply chain systems. Integral to this mission is the establishment and/or reinforcement of in-country supply chain leaders. In addition to technical support and financial assistance, Gavi's goal is to enable supply chain managers with more effective tools, training and partnerships so that they are fully equipped to manage the SC and effectively play their part in enabling all children to be immunized with potent vaccines.

Through interviews with exemplary SC leaders and their organizations, this case study portfolio aimed to explore the academic profiles, career paths and job descriptions of SC managers and their supporting counterparts in the HR department. Topics of work environment, hiring practices, stakeholders, HR policies and practices, budgeting, and performance and incentives were covered, simultaneously touching on the five building blocks of HR for SCM. Discourse around how to translate some of these practices and learnings into other environments, including the health and immunization sector, was discussed.

What became clear in this portfolio is that systematic approaches to HR in SCM are essential to the success of SC organizations and to the delivery of precious goods and pharmaceutical products including vaccines. Work environment serves as a critical enabler of SCM through its offering of training and capacity building, incentives and routine performance measurement, and transparent leadership. Job descriptions in these organizations should be clear and flexible to support this growing field and its professionalization. At the country level, Ministries of Health and government bodies can put in place practices and policies that support the development of SC systems and staff. Globally, health and medical authorities should recognize the position of SCM in health and humanitarianism. SCM is a professional field that supports the roles of clinical service providers through the development of an end-to-end SC process with the primary objective of increasing not only pharmaceutical and other essential health product availability, but also their affordability, quality and accessibility. Finally, global, national and local partnerships are crucial for shared learning between public and private sector, for staff support and engagement, and for business and development growth. Through joint investment, the gap between strategy and implementation can be filled.

Paving the path to SCM professionalization is a necessary step in strengthening health SC systems and in reaching more beneficiaries with valuable and effective drugs and vaccines. Indeed, delivery of medicines, including vaccines, is one of the building blocks of a strong health system, and supply chain is the vehicle used to deliver medicines wherever and whenever they are needed. Trained, motivated SCM personnel are key to refurbishing, retooling and reinvigorating health infrastructure and operations at the country level. Investment in these SC human resources is an investment in emerging markets, in country development and in the health of all men, women and children wherever they are located.



Annex 1 – Case Studies

Agence de Médecine Préventive (AMP) on Training and Technologies

Case study of a health technology and logistics leader



Participant Profile

Philippe Jaillard is the Health Technology and Logistics Program Leader with Agence de Médecine Préventive (AMP), based out of Ferney-Voltaire, FR with frequent travel through

“Joining a small organization is a real opportunity to develop things on your own terms.”

much of West, Central and East Africa. With a Masters in Public Health from Nancy-Université and the equivalent of a Masters in Project Management in Developing Countries at Université Victor Segalen in Bordeaux, FR, Jaillard started his career working with emergency aid organizations, gaining experience in the field through time spent in Mozambique and Liberia. Jaillard went on to work as an independent consultant with the WHO, PATH and MSF before entering AMP. Here, through his work in different West African countries, he became Regional Advisor for Health and Immunization Logistics before moving to Burkina Faso to open an office. Following this, Jaillard created the Health Technology and Logistics Program (HTLP) and was accepted to organize LOGIVAC, a joint AMP-WHO project to train and certify SC managers, while also acting as office director, project coordinator and program director of the Benin office. Currently, while still acting as Benin office director and director for the LOGIVAC Centre, Jaillard is further developing and providing scientific and technical direction on the HTLP.

“People are so busy with routine activities that they can’t spend much time thinking something new.”

Jaillard hopes to further implement the AMP strategy in the domain of health logistics. The LOGIVAC Centre and the HTLP provide the opportunity to have a bigger impact on countries through multiple projects in the public health logistics domain. In this way, AMP will disseminate more knowledge and experience, reach more countries and increase the field of intervention in the same domain as logistics. A combination of field experience and participation in strategy-planning global working groups **enable** Jaillard to direct these programs. Oppositely, Jaillard acknowledges that his lack of SCM formal education and his Francophone background may sometimes serve as **barriers** in defining solutions and building partnerships, especially with English speaking partners. Further barriers are a lack of time and operational routine making it difficult to prioritize conceptual idea development.

In this case study, Jaillard shares his experience of directing multiple public health logistics programs at the country and global level. AMP hiring, stakeholders, budgeting and salary, and performance and incentives are also discussed, followed by key points for application.



In the Workplace

Work Environment

SCM professionals contribute technical expertise on SCM and experiences from the field and in the domain. AMP **supports** SCM by providing SCM training, operational research on system optimization, device or field testing, technical assistance to countries for evaluation and planning, vaccine production plans, cold chain assessments, waste management plans and other assistance. Jaillard hopes the research they conduct will benefit countries in the long run by developing guidelines and methods for countries that would like to adapt SCM approaches to their environment.

“Even within the organization, there is a lack of understanding of what SCM is and how it can secure activities.”

One way organizations might **inhibit** SCM, however, is if the internal competencies in SCM are not well known or used. If SCM roles are undermined in field studies, mistakes might be made or opportunities wasted.

Hiring

Jaillard's immediate SCM team is composed of six people, the majority of whom have Masters degrees related to operations, international business, or engineering. Jaillard looks for people who know about SCM and public health systems, and technical people who know the field reality. Often, people with medical backgrounds, like pharmacists, gain more easy recognition by health authorities. As a minimum, Jaillard expects a Bachelor's degree. Other factors include experience in the field, autonomy, ability to work in French and English, available budget, and dynamism.

In recruitment, Terms of References (ToRs) are first developed based on project activities and funding. Posts are dependent on the profile of the post but also leave room for the future employee to explore and join other projects. AMP networks and LinkedIn are used to find ideal candidates. Candidates are sometimes recruited from within the country health system and among LOGIVAC alumni. Some are further trained through LOGIVAC, so that they may better support the same health system.

Stakeholders

Stakeholders include country Ministries of Health (MoH) at different levels, depending on who AMP is working with at the time. It may be directly with the minister or with the HR department to work on an HR development and training plan. AMP also coordinates with EPI managers and central medical stores, as well as partners at the country, regional and global level. Additionally, AMP works with academics and schools of public health in Rwanda, Benin, Côte d'Ivoire and DRC.

Enablers to these stakeholder relationships are the perception that SCM is a domain that can affect health system performance, thinking about health and supporting functions of the health system together, and



better definitions within the MoH list of professions. SCM should be clearly defined to improve the perception of the impact of the SCM role and how it can be developed within the health system. A **barrier** to these stakeholder relationships is a lack of academic people in the domain of SCM.

In AMP's relationship with the MoH, AMP provides suggestions, ideas, funds, HR and institutional support in project development. To academics, AMP offers experience from the health system and SCM, as well as the environment and opportunity for accredited training. AMP also provides funds and other expertise in these relationships. With country partners, AMP contributes reports and plans of action to develop a common plan and at the global level, AMP supplies field experience and fundraising for project implementation. In return, these stakeholder relationships provide norms, guidelines, funding at the global level, academic trainings, projects, institutional support and MoH HR.

Budgeting and salary

Salaries are based on different scales within AMP. When the budget is developed, the level of the human resource is already defined. Education, experience and seniority are linked to salary; the last salary of the worker is also considered. The final decision for salary will be based on the decision made by HR, AMP and the worker; the worker is able to negotiate.

Additional budgeting for training and/or conferences can be made available through the specific project or AMP at the general level. Workshops are also defined in the budget.

KEY POINTS FOR APPLICATION

At both the country and global level, **SCM functions, roles and professions should be clearly defined** in order to develop a common understanding.

“Saying to someone that they are SC manager is not clear. Most will do SCM functions within other functions, like nurse, pharmacist, medical doctor and technician... We need to understand better what we have in mind when we say SC manager and SC manager functions.”

In addition to definitions, **oppositions must be identified and addressed**. The argument should not necessarily be positioned between pharmacists and SC manager, because a pharmacist can be a SC manager. Instead, we can ask, **how can pharmacists be supported by SCM capacities?** By clearly defining oppositions and boundaries, we may better understand the tasks and roles of both pharmacists and SC managers in SCM.

SC can bring continuity of services, quality, new ways of

thinking and an opportunity to do things differently. Countries should weigh the benefits of adding SCM to the health system and **understand the value** of having SCM agents in the system.

SC teams should be recognized for the leadership and competencies that they bring to improve the health system. SC managers are both technical and managerial, and can communicate and provide arguments about the importance of SCM and the role of SC manager functions.

“He or she can bring motivation to the whole health personnel, because if you have the product available, you can increase your motivation of providing good services to the people.”

Jaillard said a lesson learned from his own experience is the importance of recognizing SCM capacities internally, as well as the need to **make time** beyond day-to-day operations to consider the strategic level of the department.



Workplace performance and incentives

Job description is used for annual evaluations and job review. This is consulted as the following questions are asked: What will enable the worker to accomplish his task? What barriers will he or she meet? How can certain capacities be reinforced? The worker fills in a form, sends it to the supervisor and this is then discussed together. From this, the supervisor develops a report and shares it with both the worker and HR.



AmerisourceBergen Corporation (ABC) on HR and SCM



Joint case study of a SVP of HR and a SVP of Strategy and Business Development

Participant profiles

Human Relations (HR)

June Barry is Senior Vice President (SVP) of HR at AmerisourceBergen Corporation (ABC), based in Conshohocken, PA, USA. With an undergraduate degree in English from Notre Dame and a Graduate Degree in Organizational Behaviour, Barry has spent most of her HR career in financial services, publishing and the chemical industry. Barry was recruited to ABC over five years ago to be a part of the change to a new CEO and has since put in place programs to support the company's growth.

"A lot of people assume that our [SC] business is really simple, but the problems are really quite complicated."

-Michael Kody

Barry described her responsibilities as the 'traditional HR set', with work in talent acquisition development, compensation benefits and employee engagement. According to Barry, SCM is recognized as fundamental to ABC's success and operates with ease within the company. There is an intellectual awareness of the function's value and an investment in its infrastructure and SCM education.

Supply Chain (SC)

Michael Kody is Senior Vice President (SVP) of Strategy and Business Development at ABC. With a Bachelor in Economics from the University of Michigan, Kody began his career in public accounting and financial audit in the automotive industry before moving toward IT audits, operation consulting and project management. While at Price Waterhouse, and later Price Waterhouse Coopers, a multinational professional services network, Kody focused on financial audit, risk management, tax practices, and risks and opportunities under SC functions. Following this, Kody migrated toward consulting with generic and brand manufacturers in the SC industry and has since been with ABC working in SC solutions, including negotiating brand agreements, strategy and finance.

"What was in my JD matched well with what I needed to do. As I took on additional responsibilities and was involved with other functions, that's where I saw other skills and experiences that needed to be utilized that I already had or that needed to be developed on my own."

In moving from a consultant to a staff member at ABC, Kody felt he was prepared for the job as described. He also noted that he was shielded from certain things as an outsider and

-Michael Kody



could have been more effective as a consultant if he had received more upfront information in his prior role. However, Kody said his consultancy experience **enabled** him to understand the variables at play and how to choose the indicators that would drive decisions and get people aligned around these factors.

Only recently, Kody moved from sourcing and manufacturer relations to the largest distribution business in a strategy and business development role. Kody works on long-range planning, tactical initiative prioritization, investments, special projects related to network optimization and design, and strategies with customers and manufacturers. Kody is **able** to perform these roles based on his understanding of SC complexities and contingency planning. He said it also requires the ability to be nimble and to manage new situations quickly. A **barrier** to his role is lack of communication, upstream, downstream and internally. Effective communication is required to manage crises and communicate who needs to do what.

In this case study, Barry and Kody discuss HR and SCM in coordination at ABC. Hiring, stakeholders, HR strategy, policy, budgeting and salary, and performance and incentives are covered, followed by key points for application.

In the workplace

Work environment

“Our SC group is the voice between the distribution channels and the manufacturer...”

-June Barry

At ABC, Barry and Kody agree that there is almost no limit to what employees can do if they want to get involved. A big portion of what ABC does is SC, including the physical movement of product, demand planning, handling and storing, reverse logistics, coordination with customers and order taking and manufacturer relations. SC is

fundamental to the business as a whole. SC is further **enabled** because SC individuals within the company are well represented at the leadership level.

Barriers occur only where there is a lack of appreciation of the role in achieving the organization’s success. There must be a mutual understanding of the role of logistics in achieving the common goal of providing healthcare. This can be inhibited by lack of communication.

Hiring

During hiring, HR is a partner in the process and assists in writing the job description. This criterion is agreed on by both HR and SC and used to price and source candidates.

“I personally think the hiring process is the most important decision you make.”

-Michael Kody

The talent acquisitions team screens for suitable candidates within other pharmaceutical companies, consulting firms or logistics businesses and SC may screen a second time before bringing candidates in for interviews. Interviews are used to gauge personality, drive and ability to work with the team. The natural



interaction is just as important at the formal hiring program. Kody said this combined process, while perhaps seeming like a big investment of time, is necessary for the team's success.

"We like a lot of lead time in terms of recruiting, because it's not just finding people, but we are looking for something very special in terms of personality. The more time we have to bring talent in, the better it would be."

-June Barry

ABC seeks candidates with undergraduate degrees and some additional work or certification that illustrates their desire to learn. Other factors might include extroversion, communication skills, such as the ability to be proactive in telling bad news and in framing what's happening and why, and relationship development. In SC, buyers typically have college degrees with industrial or operational experience.

Staff in manufacturer relations and contract negotiations often have experience in the industry or in consulting, and have an understanding of how to work with multiple partners and prioritize relationships, responsibilities and activities. Distribution staff are often engineers and focus on processes, with industrial or operational experience. According to Kody, an understanding of finance is valuable if the candidate can translate the knowledge to real operations.

Stakeholders

Primary stakeholders in SC at ABC are the customers and manufacturers. There are also regulatory agencies, such as the Food and Drug Administration (FDA) and the Drug Enforcement Agency (DEA), and the states that license activities. **Enablers** of these stakeholder relationships are trust, communication, transparency, quality service, dependability, chain of custody and aligned expectations. With customers, these expectations are around service level, delivery time, ordering criteria and dispute resolution. With manufacturers, expectations are around ordering patterns and lead times. **Barriers** to these relationships occur when there is a lack of trust, communication or access to information.

"We really view ourselves as not only supplying products to customers but providing logistical services to the manufacturers to enable them to transact with the customers..."

-Michael Kody

Obligations to these stakeholders are contractual and include service level, lead time, delivery, communication and accuracy in data processing. In return, stakeholders provide information. For instance, customers provide demand information for proper procurement and client profile changes while manufacturers provide changes in production schedule or anticipated delivery.

HR, budgeting and salary

At ABC, there are no policies or strategies unique to SC. However, policies and strategies are aligned in that they might reorganize a leadership structure based on strategy, or certain resources might be approved more quickly based on their place in the strategy. The main aim of HR is to source the best



candidates and boost the departments. There is one policy manual that covers all departments. Managers have more discretion over departmental day-to-day proceedings.

“I lean toward fewer policies because our company is already so complex and diverse. It’s very hard to have detailed policies that work for everybody.”

-June Barry

Budgets are drawn each year and are approved by the CEO and presented to the board. HR is accountable for everything that goes into these budgets. Budgets are related to strategy and policy in that anything deviating from the strategies and policies will have to be addressed by the CEO. Salaries and training are directed through the functional budgets and safety equipment is part of workers’ compensation.

Salary is linked to education, certification and seniority. For each position there is a salary range to commensurate the depth of experience and demonstrated success. Those who fall at the front of this range, with more limited experience, will earn less than employees that fall toward the end of the range.

Workplace performance and incentives

Performance at ABC is based on a year plan. Goals are set at the beginning of the year. Daily and weekly measurements are built to a quarterly and then yearly review. There are informal performance meetings and a mid-year meeting to address how goals are being met, as well as coaching on demand. The year review is formal and based on documentation and evaluation.

ABC’s formal bonus structure comprises both personal goals and financial measures. These financial goals are set at the business level to promote local performance and at the enterprise level to encourage collaboration and focus on key metrics. According to Barry, the management level plans provide the opportunity for stretch incentives for over-performance and target plans are broadly available to all associates.

HR works with each functional unit to discuss what is and isn’t working, high and low performers and how to create the right experiences for staff. Career advancement is based on performance and track record; about 30 percent of promotions are internal.

There a training budget for workshops, conferences and certifications, as well as some buffer budget for additional opportunities. Technical trainings fall under each function’s budget and leadership training is a part of HR. One such leadership training is a pilot program titled Leaders Leading Leaders, aimed at people who manage other managers. ABC also promotes strategic participation with other organizations.

ABC offers a yearly tuition reimbursement of approximately \$2000 for undergraduate degrees. The organization also hosts brown bag sessions as informal on-the-job training. Finally, there is an informal mentorship program, but these responsibilities are not imposed.



KEY POINTS FOR APPLICATION

Authority in healthcare often goes to healthcare providers. Barry and Kody discussed ways in which to **elevate the SC skill set to be equivalent to that of the healthcare provider**. This involves a balance, because if someone too inexperienced is brought in, he or she might not be seen as a peer and it won't raise the importance of SCM. If someone is too high level, on the other hand, and the need is not recognized, it might look like the country or organization has over-hired and could prohibit productive interaction. The right person must be hired at the right point in time and this person must **establish SC's credibility**.

“Build the talent and leadership of people so that they can later be at the executive level.”

-Michael Kody

Another option is to **build awareness of and orientation to a team**. SC managers can free pharmacists to dispense and diagnose. It must be illustrated how SC contributes to delivering better service. **Data** also plays a role here in keeping all actors informed of SC's role, including what's happening and why.

A **country diagnostic** could help point out what is most needed, especially in terms of talent. Less mature systems might not necessarily require someone with the most advanced SC skills to start.

“If the provider network is mature, you might error on the side of a more mature SC executive just to have that match, but if the provider network is pretty junior, you wouldn't need to go quite that deep.”

-June Barry

“Preventative care is about having the right products and the right people at the right time and under the right conditions, especially if the products are temperature sensitive or fragile.”

-Michael Kody

If starting from scratch, Barry and Kody recommend bringing in university graduates with a background in finance, analytics and engineering and put them through a **SC curriculum and on-the-job training**. The negotiating ability becomes more important later on; being comfortable with data is harder to teach. At the mid-level, it could be useful for a SC manager to interact with a **steering committee as sounding board** and higher-level peer. This committee could also assist with manufacturer relations.

“The HR delivery system won't work without SC. You can put all the providers you want on the ground, but if you can't get them the medicines, it's just not going to work. The country should be prepared to equally invest.”

-June Barry

Distribution systems, the right infrastructure, transportation networks, communication technologies and monitoring and evaluation tools **enable** SC. Moreover, it is important to **invest in talent early on** and to have a sense of that will be achieved, balanced with what can practically be done in the short term. Critical skills of a SC manager are resilience, learning agility, analytics, relationship development, communication and a grasp of SC theory and application, in both different environments and with different techniques.



Case study of a human resources vice president

Participant profile

Yong-Tjoon Ng is the Vice President (VP) of HR for Cardinal Health China, based out of Shanghai. With a Bachelor of Public Administration from the National University of Singapore and a Postgraduate Diploma in Quality Management, Ng spent a good portion of his career in operations before moving to HR. Ng began his career as a warehouse manager, later becoming a business development manager and then an Asia regional logistics manager. Fifteen years ago, Ng joined Zuelig Pharma, which was one of the largest distributors of pharmaceutical products in Asia, as a senior operations manager and became a general manager in Beijing. After a tour as country manager in Singapore, Ng returned to China as VP in Operations. Subsequently in late 2010, the company was acquired by Cardinal Health and Ng stayed on to be responsible for the implementation of SAP before taking on the current HR role some eight months ago.

“The passion I have in developing people underlies the reason why I’ve been successful...”

“They [Cardinal Health] decided they needed someone who comes from the business and can support the business, so that HR will be done differently.”

While he continues to serve as executive advisor of the SAP project, Ng currently runs the HR functional at Cardinal Health China. This includes recruiting, staffing, resource planning, HR IT systems and employee

management. In Ng’s words, it’s about managing talent, getting people engaged and building the brand as a valued employer. Ng is successful in his position because he has pursued continuous education and certification. Additionally, Ng has remained with the same organization for many years, filling various senior positions, encountering great leadership and taking opportunities to grow in different ways. This allowed him to understand the business and how it was to be supported by a functional group like HR.

In this case study, Ng discusses both SCM and HR. Hiring, stakeholders, HR strategy, policy, budgeting and salary, and performance and incentives are also covered, followed by key points for application.

In the workplace

Work environment

At Cardinal Health China, a core competency of the organization is operational excellence. The SC contribution is strong, and the SC head count makes up about half of the total employee population. According to Ng, once you make a commitment to sell a service, it has to be delivered. This is done through



excellent execution to deliver the services expected by the customers—where costs are optimized and profit margin is maximized. In China, the local FDA imposes high standards and tight regulation with regards to healthcare distribution in the country. Cardinal Health China focuses on a high quality of healthcare distribution and delivery services, and the company is a Graduate Safety Practitioner (GSP) certified company permitted to distribution a whole range of pharmaceutical, medical devices, biologics, vaccine products and related logistics services.

“We do what we can to support our SCM, including making sure that it’s adequately staffed and equipped with the right technology and infrastructure...”

One way organizations might **inhibit** SCM, however, occurs when businesses do what makes ‘business sense’ instead of what’s best for the patient. In these cases, drug and vaccine quality and integrity are compromised. Other barriers include inadequate availability and varying terrains and infrastructures within and across countries.

Hiring

Cardinal Health China offers a number of SC positions, ranging from global trade, warehouse operations, distribution planning, to transportation positions. According to Ng, there is no single profile that could cover everything. However, a college degree is required to be considered for manager or supervisor; it is very common that employees have a local Bachelor’s degree in China if they are seeking to enter this profession.

“We recognize there are certain ways to recruit the right talent.”

Cardinal China uses a mix of in-house recruitment and search firms to acquire the required talent. There is a talent acquisition team and, when targeting certain talent, a professional head hunter is consulted. In addition to education, Cardinal China looks for experience, a person’s drive and energy, and whether the person has upgraded their knowledge and invested in themselves through specialization or certification.

The job descriptions used at Cardinal China include the job title, reporting structure, supervisory role, responsibilities, performance measures, education and experience expected, and characteristics desired.

Stakeholders

Stakeholders include a broad spectrum ranging from business leaders to clients. One set of stakeholders are the salespeople selling the service and making commitments on behalf of the company. Another stakeholder is the external customers buying the service. **Enablers** to these stakeholder relationships are transparency and acumen of needs. SC is expected to deliver at the right time in the right condition to the right customer at the right place. For a successful partnership between stakeholders to happen there must be professional transparency in the relationship and prompt disclosure should service failure occur so as to learn from the mistakes for sake of preventing them in future. **Barriers** to these stakeholder relationships



include undefined or unquantified service delivery expectations and over-commitment of service deliverables.

Obligations to these stakeholders include the ability to educate customers on the complexities and risk of the service and to represent it correctly to customers to avoid any disappointment or upset in service failure. In return, stakeholders are expected to participate in process mapping to make sure expectations and service standards support one another. This requires an honest customer and good information.

HR, budgeting and salary

HR in Cardinal Health China is organized into three areas: Center of expertise, HR business partners and shared service centre. Budget planning processes are done on a collective basis; Cardinal China has a rolling forecast budget that looks three years in advance. Salary, training and safety equipment are included. Salary is based on education, certifications and experience.

Workplace performance and incentives

Performance at Cardinal China is measured during an annual performance review. There is an informal mid-year performance review where feedback is given to employees. At the end of the year, every manager rates his or her subordinates on their performance and it is measured against the key performance indicators of the yearly defined objectives. This performance is tied to bonus or promotion. Bonuses fall into two categories: non-commissioned bonuses based on employee performance and commissioned bonuses based on sales commission.

Great attention is paid to high potential employees and talent development at Cardinal Health. There is a leadership program to develop leaders and managers in their skills; employees may also have access to e-learning programs, external programs, or in-house training by an external trainer. The business development department offers resources for finding development opportunities and employees are compensated if it is related to the business and company needs.

Cardinal China has a road map to guide careers. Every job is categorized and coded so that there is subsequent progression after that position. A benchmark service is used to calibrate the position relative to industry standard. There is no formal mentorship program, but coaching is offered.



KEY POINTS FOR APPLICATION

According to Ng, **education and vocational training are necessary** to strengthen SCM professionals in the health system. Where there are fewer resources, structured on-the-job training can be offered. SCM is bolstered by company investment in training and resources for talent.

However, **SCM is not just a knowledge, but a skill**. Education can bring someone up to speed but whether a person will perform as SCM professional is based on work experience.

“Education can bring you competency, but translation into leadership skill can only be done on the ground.”

SC is an enabler of business. It ensures that anything promised gets delivered. It is important to the healthcare industry because

“Modern healthcare SC in a modern logistics centre requires professional training...Logistics is a real job. It makes things happen and makes goods go from point A to point B. This requires a lot of leadership.”

SC professionals are dealing with drugs that will affect a person's health and life. Drugs and vaccines have sensitive requirements to the environment. If the vaccine is not potent, the patient does not get the right immunity and their life may be affected.

Healthcare SC managers must possess a variety of skills that cut across different roles. They must be equipped with ground experience and the right aptitude. Ng recommends a **structured learning of SCM knowledge**.



GE Healthcare and the Business Case



Case study of a supply chain leader

Participant profile

Phillip Griffith is Supply Chain Leader for GE Healthcare Sub-Saharan Africa, based out of Lagos, Nigeria. With a Bachelor in Electronics Engineering Technology from Grambling State University, Louisiana and a Masters in Manufacturing Systems and Robotics from Southern Illinois, Carbondale, Griffith entered GE after graduate school as a member of the corporate audit staff. He took roles in production, materials and quality management, progressively building responsibility and

SC environments. Griffith was a plant manager throughout the U.S. and Mexico, eventually having multiple plant responsibilities and leading GE industrial systems manufacturing operations throughout Mexico. From there, he became Quality Leader for GE Consumer and Industrial, with \$9-10 billion in revenue and operations throughout Asia, Europe, South America and the U.S. Griffith then led manufacturing for GE Healthcare, The Americas, with 12-14 factories and approximately \$8 billion of production. The focus here was on diagnostic imaging equipment—MRIs, CTs, x-rays—but also patient monitors, anaesthesia products and maternal & infant healthcare products. These experiences led up to his position today as SC Leader for GE Sub-Saharan Africa.

“The goal of this role of SC leader for GE Sub-Saharan Africa was primarily to be the boots on the ground, to understand the laws and guidelines of local content as you went from country to country, and to get a better feel for what SC capability existed in terms of different disciplines...”

“What we’re selling back to them [countries] is, here’s a business case, here’s a willingness from GE to invest and bring technology and expertise and real investment to bear, and we have to show them it’s a credible plan that’s actually in progress.”

operating under global standards of quality, cost, standard and delivery.

As different countries across Sub-Saharan Africa mature in their processes, laws and guidelines on local content, GE aims to strategically get a local footprint in place to bid certain jobs. Griffith leads this strategy, while also managing operations through identifying and qualifying suppliers, understanding gaps as compared to local standards and finding funding to resolve these gaps. He additionally ensures that GE factories are

Griffith’s current job description introduced concepts around SC development and operating factories, such as sourcing and building, identification and development of suppliers and devising a manufacturing footprint strategy and operation of those plants. Other roles that soon became apparent with the job were the ability to influence, as well as finance and business development skills. According to Griffith, there was a lot of discovery that had to take place and the job description did not necessarily cover these things.



Griffith's 23 years of experience **enable** him to face the new challenges that have come with his position in Sub-Saharan Africa. Griffith works to both manage the volume and margin needs of the business while also showing GE the terms or opportunities that exist in African markets. He also works with local governments, who are either very eager to engage with GE or hesitant due to past experiences of foreign companies coming in, selling products and leaving without service capability, people, or a growing middle class. He is selling to the region to define the case, to the business that there will be revenue growth and to the government that this will be all done in compliance with the guidelines they've set forth. Due to his experience with GE, he is able to see these things before getting started and believes it's a matter of working with people to bring it all together.

“There's a pride that you work with GE and that you work on these really big things that you get to see every day. I believe, in this company, if you have the interest and the ability, you can work on very strategic issues relative to these big things at an early stage of your career.”

Barriers to bringing everything together are that companies like to focus on established markets. The organization must shift some resources to growth opportunities so that they can develop a new market. Additionally, in these new markets, there are sometimes more people with less experience. Skill sets need to be assessed and built. Finally, the constituents Griffith works with are not necessarily all lined up behind the factories. He works to build credibility and bring clarity between the many different constituents.

In this case study, Griffith provides insight into GE's business case as they work in Sub-Saharan Africa's emerging markets. He also describes workplace hiring, stakeholders, HR strategies, policies and budgets, and performance and incentives, followed by some key points for application.

In the workplace

Environment

In any business, including GE, there are different sets of outlooks, goals and objectives that are part of the company formula. The business development and sales employees are looking to place an order. Marketing tells the GE story to build enthusiasm and create the right environment for sales people to 'hunt effectively'. Project management employees focus on developing the user experience and technologies that support it. Engineering makes these ideas possible. According to Griffith, at some point, goods will need to be produced compliantly, efficiently and with the right cycle time to support what customers want. The equation falls apart if it costs too much.

“To be a good manufacturing organization, you have to look both internally to how you do things better and you have to keep an eye looking outward to collaborate with your colleagues and customers on producing products that meet their needs.”

The 'big five' of SC at GE are quality, cost/productivity, compliance, cash and cycle time/service. When GE does well in these areas, they are able to give the company 'tangible yardsticks' to measure the company's performance internally, financially and with customers. An **enabler** of meeting these five factors



is that the needs of SCM are heard at GE and are part of the planning cycle. There is ongoing engagement and financial support from top leadership. It is only when this commercial story doesn't filter down to actions on the SC side or when teams are understaffed that SC meets any **barrier** within the organization.

Hiring

“Generally, GE builds these people up; they grow and develop them from within the system.”

Within Griffith's GE Sub-Saharan Africa team, there is variable labour of about 900 people concentrated in Angola, South Africa and Nigeria. There are also about 50 professional staff.

This staff is comprised of sourcing professionals, with anywhere from one to eight years of experience in engineering, supplier development and purchase development activities and a Bachelor's degree; project managers with experience coordinating big programs and constructing projects or phases of factory development projects; and the supplier development team, which focuses on identifying suppliers and working on finance structure, and requires about 15 years of experience.

While a technician or vocational degree may bring a candidate into a direct labour level role, Griffith said a mechanical, electrical or industrial engineering degree is a good ticket in. From there, GE offers a rotation program to its young people to experience the different functions within SC over a short period of time. The full scopes of SC disciplines are available to this person based on the job availability and the candidate's performance and interest. Other factors include whether this young candidate scores well, interviews well and demonstrates initiative and strategic perspective in their previous experience and the interview process. Promotion and recruitment from there is primarily internal, but this sometimes depends on availability of staff and/or expertise.

Stakeholders

GE Healthcare Sub-Saharan Africa stakeholders include business commercial leaders, the President CEO of GE Africa and the chief financial officer for the region. **Enablers** to these stakeholder relationships include clarity on how key metrics are performing, what customers want and agreement on what needs to be improved the most and/or first. **Barriers** to these relationships are anything that doesn't drive clarity: personalities, lack of data, missing collaboration or poor product feedback loops.

Obligations to these stakeholders include delivery on quality expectations, good follow-up, the ability to generate output and hit cost targets and delivery dates, and consistently meeting and exceeding favourably those commitments that make good SC business relationships. In return, GE Healthcare is provided with access to or data on the deliverables.



HR policies, strategies and budgets

HR in GE includes salary planning structure, reward and recognition, succession planning processes, all the way down to templates used to evaluate performance. These are applied across all organizational units. There is, however, a focus group of HR people that evaluate within each functional scope of activity against its goals and objectives. HR is considered an enabling function. They take the reins in negotiating with governments to overcome any HR barriers.

The President CEO or general manager of a region works with finance to establish the financial targets, working with different functional leads to allocate the cost. HR is also included in this process. Salaries, training and safety equipment are all a part of these budgets. If there are new policies being driven, or some kind of reset, this is articulated in the bottoms-up planning. All parties work together to have alignment on what's being done and how much it's going to cost.

Workplace performance and incentives

Workplace goals and objectives start at the top from the CEO; expectations work their way down to all employees and then back up to CEO as people communicate what they're doing. While starting salary has a lot to do with the qualifications the employee brings and the scope of what they're taking on, any raises are based on this performance measurement. A manager has a pool of money that can be spent on compensation and merit increases, recommended based on employee feedback and the level of their performance. The manager has flexibility on how these salary increases can be applied. There is also an amount of money available at the executive band and above for bonuses.

“GE has a pretty vast arsenal of tools and resources for developing employees.”

“GE calls itself a meritocracy...If you're able to do both tactical and strategic things that help you to consistently succeed on your job, if you're good at building the organization and not just building on yourself... you do well.”

Trainings, workshops, conferences, certifications and other professional development activities fall within the operating budget of different managers. There is a section for training, recommendations and action plans. GE resources are used before third-party resources are consulted for different learning and development experience. GE Crotonville, for instance, is the learning and development institute in Crotonville, NY, which offers a catalogue of classes. There are also regional versions of Crotonville and portable classes, where the instructors come to the trainees.

Employees are sometimes compensated for tuition; junior employees seeking their MBA can have their tuition covered by GE with an agreement around retention and max cost. There are also mentorship programs between junior and more tenured employees to help target a specific problem; these are mostly informal mentorships.



KEY POINTS FOR APPLICATION

According to Griffith, **countries need capable partners** to bring management practice, product and technology transfer to bear. Governments should encourage various policies and tax structures to facilitate the environment. This can be done through having a workforce that's employable and educated, introducing tax incentives and structures that allow a clear advantage over competitors when localized, as opposed to importing products, and a rule of law that allows recourse when things aren't going well and contracts are breached.

“After they [countries] show that they're going to protect you as you invest in equipment, people and technology transfer on a given sector of manufacturing, then you can move forward with confidence.”

Countries should be clear on where their opportunities are and what it is about their market that would appear attractive to a company like GE. How can this contribute to

what their markets and their people need? SCM professionals in countries need to **develop their skill set**. The industry needs to grow and **there must be local demand**. This builds confidence in and creates willingness for companies like GE to invest in these emerging markets

“You've got to be able to mobilise your team to transfer new products from design into manufacturing quickly and you have to deal with quality issues decisively...”

SC brings order, structure, consistency and cost-down. It is a career that requires flexibility, resilience and the ability to work across functions, governments and businesses. It is dynamic, fast-paced and rewarding when systems work. It is critical to plan well, to be a good coach and motivator, to represent the team in terms of priorities SC wants to promote, to have good program management skills and to understand the product technology. According to Griffith, **proactivity is key**.



Maeve Magner Supply Chain Management (MMSCM LLC) on Closing the Gap in SCM Practices

Case study of a supply chain consultant

Participant profile

Maeve Magner is a Senior Advisor in Supply Chain Management and Market Access. Maeve currently works as an independent consultant, advising clients such as Bill and Melinda Gates Foundation (BMGF) and GAVI. With over thirty years of experience in SCM, Magner has become proficient in all functional areas of the SC (i.e. new product introduction, forecasting, procurement, storage and distribution) through her experience in both the high-tech industry and, more recently, in the global development aid sector. Her work experience includes working for multinationals, such as Dell and Capgemini, and, more recently, Clinton Health Access Initiative (CHAI) and as CEO for RTT Transafrica (now Imperial Logistics) in global development. After 18 years working in SCM, Maeve pursued an MBA.

“There hasn’t been very much awareness or acceptance of the fact that you can have logisticians that are not pharmacists and they can actually provide better services.”

Magner relies on her in-country expertise overseeing end-to-end SCs to help donors determine how best to invest in SC in developing countries, with the aim that these investments ensure the patient-level outcomes donors seek and that they align with what is needed at the country level. She also works to bring HR in SCM into the spotlight through building awareness of how SC professionals contribute to better health services. Due to her vast previous experience in the private sector, Magner works with countries to learn and apply relevant lessons from PS challenges, to understand how the PS is directing similar situations, and to think about the technologies they’re using while also bringing the PS into the development space.

In this case study, Magner provides insight into how the PS and development space are closing the gap in their SCM practices. She also describes hiring, stakeholders and performance management. Finally, Magner supplies key points for application based on her own global SC experience.

In the workplace

SC in the PS and the development space

According to Magner, the SC landscape is positively changing over the past five years. There is a greater awareness of the importance of SCM and an acceptance of activities, such as outsourcing, and engagement with PS to help improve capabilities in countries. In Table 2 on the following page, Magner provides four examples from her experience that portray the link between PS practices and country SC development, as well as the observations she drew from each experience.



Magner believes, even if there's no immediate acceptance, there must be openness and a willingness to hear and discuss the potential value of improving SC practices at the country level.

“I’m not going to put someone into a job if they don’t have the right experience.”

Ministries of Health should acknowledge that SCM plays a role in achieving countries’ long-term targets. She observed less time is spent helping countries understand how these plans can actually be implemented (where to outsource, how to manage, how to finance, etc.), which can also serve as a **barrier** to country SC practices. Additionally, it becomes difficult to motivate and help people understand the long-term potential of possibilities within the SC field without a clear career path in place. It is with SCM career paths in mind that we will now turn to hiring practices.

Table 2 PS-development engagement

Example of PS-development engagement	Observations
<p>In an East African country, RTT were contracted by a donor to secure and set up a pharmaceutical grade warehouse. They hired and trained local staff, put the right systems and structures in place and ran the operations for approximately 18 months. RTT worked with a local distribution partner to build up their capability and witnessed the partner investing in itself and its people, while also receiving more business. As a result of this contract, other local warehousing companies also improved the standards of their facilities (i.e. adding racking, investing in IT systems etc.).</p>	<p>Coupling international partners with local partners can help build local capacity of people and systems. PS companies are willing to make significant capital investments if they can get underlying contracts from donors/governments. It may actually be more efficient to use services from the PS sometimes. The government should focus on how to manage these third-party companies.</p>
<p>During a U.S. PEPFAR project that brought RTT in to do the storage and distribution in countries, RTT worked with local distribution partners to build up their capabilities to the extent that they were able to provide services to different organizations and maintain a self-sustaining business. Also, as a result of this contract, other local warehousing companies also improved the standards of their facilities (i.e. adding racking, investing in IT systems etc.).</p>	<p>Through a focus on building local capacity and capability, local people are trained and build up their skills, good practices are implemented, and competitors begin to raise their standards. Outsourcing can be effective when there is a clear focus on which capacities need building and how, what the exit strategy is, and whether there is a trusting relationship between PS and development partners.</p>
<p>With a grant from AusAID and The Global Fund, CHAI brought PS people into a Southeast Asian Ministry of Health. These people helped build capabilities around data collection and analytics, in addition to implementing IT systems, identifying SC constraints and taking a proactive focus around stock-outs and the management of stock-outs.</p>	<p>Leveraging private sector practices can be beneficial in building capacity with Ministry of Health.</p>
<p>Transaid, a UK charity that is focused on transport solutions in developing countries is supported by the UK and European transportation industry. Through this engagement, industry experts are seconded to countries for short periods of time to work with ministries of health and government transportation departments to build up systems and make sure the environment is good for SCM.</p>	<p>Private sector knowledge can be leveraged by countries and applied locally.</p>



Hiring

There are different standards for different SCM positions. Forecasting may require good quantitative and analytic experience while procurement relies on negotiation skills and experience. Likewise, different positions may require different educational standards (i.e. truck drivers and warehouse operations vs. SC managers, procurement specialists, etc.). When hiring for specific roles, consideration should be given to specific job requirements and the candidates' experience; other factors include references and the ability to answer questions during interviews. According to Magner, the job description should clearly state the job requirements and criteria for hiring. It is important to understand the job requirements and the skills/expertise needed and to ensure that this is incorporated into the job posting. Additionally, the salaries and opportunities must be competitive to attract the right candidates.

SCM personnel are better **enabled** to do their jobs when their work is seen as critical to the success of the organization and when the organization offers a strong payment structure and a fun and challenging work environment.

Oppositely, SC professionals may encounter **barriers** to their work based on the company or country policies in place that limit who can be hired for SCM positions. Magner provided two

KEY POINTS FOR APPLICATION

What recommendations would you make to countries seeking to strengthen the role of SCM agents in their health systems?

- Raise awareness of the role of SCM not just in public health but within the country
- Make available certification/short course education i.e. APICs, CIPS short courses
- Build up a peer network within countries, encouraging public and private sector SC actors to engage
- Encourage broader discussions around SCM in country/region with private sector companies etc.
- Develop business cases for investment in SCM, thinking about how savings can be achieved and figuring out how these can be reinvested

What will enable a SCM team in countries?

- Access to local networks i.e. Local Chapter of CILT, CIPS, APICs etc
- Increased awareness and discussions around SCM and its role in improving the health systems and economies in general
- Buy in from the top that SCM is important

- Buy in from medical professions, that SC expertise is not a threat
- Behaviour change – Putting the patient front and foremost, thinking about root cause and continuous improvement

What lessons could be learned from your experience in SCM?

- Buy in from the top
- Showing benefits
- Business cases are important
- Focus on root cause analysis & continuous improvement

What do you think are the critical skills that a Health Supply Chain Manager must have?

- It is different for different areas of the SC
 - Procurement – Negotiation skills
 - Forecasting – Analytical skills
 - Operational – Understanding of processes

What do you think SC can bring to health systems?

- Reduction of stock-outs and wastage
- Improved service delivery for patients/beneficiaries
- Significant cost reductions which can be reinvested
- New skill set



examples of this: 1) When countries require pharmacists to fill SCM positions and 2) When countries provide private sector partners to hire a high percentage of local staff that may prevent capacity building due to lack of experience.

Stakeholders and performance measurement

Stakeholders should understand that SC is important even if they don't know everything about SCM. A **barrier** to stakeholder relationships is the lack of importance placed on SCM, or if stakeholders are distracted by other priorities. However, stakeholders can also **enable** SCM through offering appropriate resources, context and contacts for agreed outcomes.

"I've got a lot of exposure to what happens in countries and there's a lot of progress that has been made in terms of PS engagement. There's definitely more of a willingness now to explore and understand what's happening in the PS."

As a consultant, Magner is accountable to her clients but the work must also be relevant to the beneficiaries. She works with the client to make sure these goals are aligned and her obligation is to achieve the agreed upon outcomes.

Most organizations have SC metrics to measure performance, though Magner says they are not always the right ones or effectively measured. According to Magner, most donors have now agreed to a common set of metrics to measure SCM performance through the Interagency Supply Chain Group (ISG).



Special Issue: Project Last Mile and Medical Supplies Department (MSD), Tanzania



Case study of two stakeholders in the MSD Tanzania Last Mile Project, Winner of the 2014 President's Award

Participant profiles

Coca-Cola

Adrian Ristow is Coca-Cola's Last Mile Project Director and holder of a Masters of Commerce and Management from Rhodes University, South Africa. Ristow stated that it was his strength in general strategy that prepared him for his collaboration with MSD Tanzania. His general management and strategy skills allow him to define problems and look at what type of expertise is needed for interventions and solutions.

3 Degrees Ventures

Trip Allport is executive director of 3 Degrees Ventures headquartered in Cape Town, South Africa. Allport has a Bachelor in Finance, Strategic Management and Entrepreneurship from McGill University. Previously Accenture Development Partnership's Africa lead, Allport has worked on the MSD Tanzania project since its pilot phase. He uses his consultant skills to act as delivery lead and to bolster partnership formation and program development.

In this special issue, Ristow and Allport discuss the MSD Tanzania project. Topics of staff improvement, stakeholders, workplace performance and incentives, and key learnings are also covered.

In the workplace

About the project

Coca-Cola's partnership with MSD Tanzania began because Coca-Cola's reach was seen as superior to the reach of critical medicines. The Bill and Melinda Gates Foundation (BMGF) and The Global Fund (TGF) approached Coca-Cola in 2009 with the hopes of bridging Coca-Cola logistics with the public health sector. MSD Tanzania offered a unique case because The Global Fund had recently done an audit of this country's SC relative to funding they had provided and had identified a number of bottlenecks. Coca-Cola was asked to explore whether their learnings could be applied to the health SC.

"We've really seen Tanzania as a learning laboratory."

-Adrian Ristow

BMGF and TGF were involved in the government engagement. There was a call to action and willingness from Tanzania due to the assessment that had been completed by TGF. Coca-Cola and MSD sat down to discuss potential areas to work on and narrowed it down to three work streams that would make significant, shorter-term impact on efficiencies. It was at this time that Coca-Cola brought in Accenture and Accenture Development Partnerships to customize Coca-Cola ways to a new environment and to facilitate this knowledge.



The three work streams were as follows:

- 1) **Planning:** Before even thinking about reaching the last mile, sufficient planning and a route to market was required. Accenture was embedded in MSD to pull in Coca-Cola resources and build an MSD planning team.
- 2) **Network optimization:** MSD had recently received a new mandate from the government and was made responsible for Tanzania's entire health SC, where they had previously been in charge of delivering medicines to 130 warehouses servicing approximately 5,500 medical facilities. In the same area, Coca-Cola reaches more than 30,000 facilities in country. This is due to a mix of Coca-Cola's own tracks and outsource distribution, as well as the right tools and technologies. In this work stream, Coca-Cola models were put into place to service all MSD facilities.
- 3) **General HR and human investment:** This work stream sought to clarify work profiles and to do a gap analysis of the people in those roles. What was required relative to their skill set? After this gap analysis, a training plan was facilitated through Accenture's Supply Chain Academy. There was coaching from the local Coca-Cola bottler, demand planner and operation planner. Coca-Cola HR staff also worked closely with MSD HR on recruitment and selection techniques. Finally, a performance management system was put into place with clear objectives and performance reviews.

“Giving people the capacity to do their work well, it impacts everything and it's quite unquantifiable. It's hard to articulate, but it has this rolling effect in all these other areas. It's great that Gavi will focus on it because HR, particularly in this SC space, is something we weren't getting a lot of funding for... If you put an unequipped or lesser-equipped person at the centre of this, all these other interventions fail.”

-Trip Allport

To Ristow's and Allport's surprise, the third work stream was the most difficult to fund, despite its impact. These professional practices increased motivation, excitement, proactivity and professionalism.

A director at MSD was responsible for each work stream. They began as a more passive participant before shifting to lead role as Accenture and Coca-Cola shifted to a supportive role. This was spelled out and monitored from the beginning, with assistance from Yale Global Health Leadership Institute's monitoring and evaluation models of inputs, outputs, outcomes and impacts. These measurements were to ensure that *MSD had ownership of their outcomes*. In so doing, partners saw a huge improvement in the organization's work culture.

The nature of Project Last Mile is that relationships are left behind on the ground that help support the sustainability of the work. Once out of 'project phase', there still remains a partnership. It is this partnership that we will look at now.

Staff improvements

The roles of the consultant and Coca-Cola in this project were important ones. However, embedded practices are an expensive way to change behaviour. Thus, more effort is being directed toward layering



Project Last Mile on top of already existing programs rather than reproducing a vertical program.

“We’re going to provide the tools, provide the methods, provide the support, the coaching, but ultimately they still need to own it, as opposed to consultants owning the deliverables.”

-Trip Allport

Inspiring change management was also an important outcome of this partnership. Some organizational incentives actually produced inefficient practices. Thus, these partners introduced and improved upon problem solving and conceptual skills, which they said lacked the most. Showing up, being prepared and asking questions needed to be articulated through discipline practice.

Technical SCM practice came later with clearer responsibilities for the staff required to carry out these functions. The organizational structure had to first be looked at before introducing specialized SC knowledge to the environment. To do this, roles at MSD needed to be clarified.

Stakeholders

Ristow and Allport described navigating the donor landscape as one area of complexity and importance. There were lots of SC initiatives on the ground being funded by various partners. Various partner initiatives led to possible duplication and blaming These among donors. The Ministry of Health was also sometimes flooded with too much information, suspending their decision-making. One discussed solution was to put a donor-coordinated mechanism or donor representative in place.

“Now, when you go to MSD, they won’t refer to those tools as Coca-Cola tools anymore. They’re their own tools, which I think is a win.”

-Adrian Ristow

Another challenge with stakeholders was when the implementing partner didn’t have a clear exit strategy or when they couldn’t exit because the capability level was too weak or because posts had gone unfilled. For this reason, Ristow and Allport insisted that there must be local resources that own the intervention from the start.

Workplace performance and incentives

As previously mentioned, an important work stream on this project was HR training. One approach to this was a train of trainers, where the HR team was mentored so that they could train their teams and roll out performance management to the whole organization. In 18 months, all 400 staff were trained.

The next phase will be to conduct effective performance reviews and evaluate against it before moving on to differentiating rewards based on performance, which is more challenging in the public sector.

MSD Tanzania, in taking ownership of their performance, did a road show throughout Tanzania to market their new performance system DRIVE. In 2014, they won the President’s Award against both public and private sector organizations for their exemplary processes.



KEY LEARNINGS

One particularly topic discussed by Ristow and Allport was outsourcing. A lot of Coca-Cola work is done through an outsource model, but the emphasis is that it's a **well-managed outsource model**. The capability to manage contracts is severely lacking at the country level. This, alongside an economically viable commodity distribution plan, is essential.

“In any sort of capability that gets done in the future, that concept of partnering and outsourcing is going to play a big role in ensuring that a more efficient SC is set up, especially when you get to more hard-to-reach areas and more rural and semi-rural areas.”

-Adrian Ristow

Engagement with partners and the creation of public-private partnerships also leads to mutual learning and motivation of staff and volunteers. Organizations like Coca-Cola create a new sense of intrigue and credibility, as well as optimism that the right things can be put in place to distribute medical commodities.

“A lot of problems that we’re currently solving through consulting, by just having the right people in the roles, they could be solved themselves.”

-Adrian Ristow

Bringing partners together around a project plays an important role, and personal connections are developed in the process. In addition, there is the realization **that public sector problems in SC are solvable**.

Competency mapping was discussed as a necessary starting point. With a good understanding of the current structure, the competencies needed, and the types of people filling the right roles, much of the challenges facing SC managers could be overcome. Too often SC roles are staffed with non-SC people, so filling this gap and ensuring the organization is staffed and structure properly is integral.

Finally, it is important to remember that so many tools are already out there. **Finding, not building, and customizing these tools is key.**



KEY POINTS FOR APPLICATION

SC brings lower costs and higher product availability to health systems. **Awareness of SCM should be built through learning and application.** Thus, first and foremost, learning should be made more readily available through university programs and projects supported on-the-ground by NGOs, the WHO or in consortium with pharmaceutical companies.

To strengthen the role of SCM professionals in country health systems, Bruch and Torregrosa recommend **better forecasts** for product availability and to reach more patients, **fewer write-offs and transport costs**, and **stable supply chains** to reduce financial burden. SC managers can be further **enabled** through training, salary education and common goals.

Bruch and Torregrosa advise that supply chains be made robust and responsible to accommodate even the unexpected. It is also important to adapt to local markets when needed but to remember that **the more commonalities in supply chain systems, the easier it will be to distribute medicines at a lower cost and at a higher efficiency.**

The critical skills of a SC manager include end-to-end thinking, global and local awareness, SCM education and an understanding of pharmaceutical business. Pharmacists can be supported by SC managers through discussion on forecasts and product local needs, avoidance of waste, systems to secure SC, and an increasing reliability and responsiveness of SC through mutual understanding of needs and collaboration.



Sustainable Healthcare Initiative (SHI) on Capacity Building



Case study of a program coordinator

Participant profile

Dayo Fatoke is the Program Coordinator for SHI based out of Abuja, Nigeria. He holds a Bachelor in Economics and a Masters in Operations and SCM from Liverpool, and is currently doing a Doctorate in Management at Walden University. Fatoke began his career as a monitoring and evaluation assistant and was introduced to logistics for health commodities in this way. He then became a logistics officer for CHAN Medi-Pharm before joining SHI as a logistics officer. He then was promoted through biannual performance appraisals from officer to SC advisor, director and, now, program coordinator.

“I’m not a pharmacist, I’m not a medical doctor, but I’ve worked with these people on and off the field. I’ve been able to understand how the health system works when it comes to health commodities and logistics.”

“Capacity building is life; you need to keep moving.”

As program coordinator, Fatoke is responsible for the planning of SC and the evaluation and coordination of SHI strategic partnerships and programs, including program planning and delivery, output and goal achievement, and technical assistance. He assigns staff responsibilities, provides activity support and mobilization and works on capacity building. His job description included qualities such as creative thinking, a consistent track record of good storing and distribution practices, the ability to improve efficiency without increasing cost, travel ability, and compliance with government policies. Fatoke’s work experience and strategic choices in his education serve as **enabling** factors and allow him to provide technical assistance to his projects and organization as a whole. Another important factor is his passion and eagerness. Fatoke’s career in SCM has been a ‘dream come true’ and allows him always to work to the best of his ability. A **barrier** to his work is funding—when money is not there and costs are reduced, this could damage quality.

In this case study, Fatoke discusses the importance of capacity building. SHI hiring, stakeholders, HR strategies, policies and payment, and performance and incentives are also discussed, followed by key points for application.

In the workplace

Work environment

SC is a for-profit strategic business unit at SHI. Technical partners know that SHI employs SC specialists. SHI supports SCM because ‘SHI is SCM’. SCM is **enabled** in the workplace through strategic leadership. Investment in cold chain warehouses on the ground, for instance, has served as a source of revenue



through contract management of these facilities. SCM is **inhibited** when the goal to drive down cost affects quality. Replacement policies on equipment should also be taken seriously.

Hiring

Hiring is about attracting the best candidates. A Bachelor's degree is required, or a national diploma as a minimum, for roles like logistics assistant. Other important factors include the ability to multi-task and go out of the organization for capacity building. SHI is open to all backgrounds—doctor, pharmacist, economics, administration, management—because they are all strengths. Through varied team members, everyone learns different functions and sees how they fit together. This is how SHI SC is structured.

“To make profits, you have to have the right tools, which include the right personnel.”

The basic job description is written by HR, and the job role is composed of what roles are currently missing. Performance appraisals help flag these gaps.

Stakeholders

Stakeholders are the National Malaria Eradication Program, John Snow Inc., Society for Family Health and USAID. These relationships are **enabled** because everyone comes together for the common good to deliver product; they fill the gap in each other's needs. A **barrier** to these relationships is the competition, because, in trying to be a partner, either good competition is created, or corners are cut in service, which doesn't serve the project.

Obligations to these stakeholders are to make sure that the services provided are contractual and that everything agreed upon is provided. In return, stakeholders provide technical assistance and training.

HR strategies, policies and payment

HR follows strategies and policies, but they are not SC specific. There is a strategic plan for five years and operational plans every year to align policies and strategies.

HR budgets are set by management and include safety equipment, salary and training. Salary is linked to education and experience. Bonuses are tied to growth and based on HR policy.

Workplace performance and incentives

Performance is measured based on the six-month appraisals of SC activities. There is a budget for training and employees are compensated for the time used in development and training. It would be possible to take on leadership positions in other professional organizations. Fatoke believes in the power to advance career through individual capacity building.



There is a mentorship program with the Management Sciences for Health, and SHI has mentored others in the writing of strategic plans.

KEY POINTS FOR APPLICATION

According to Fatoke, **capacity is necessary**; even if governments provide support and the right amount of time, if the capacity is not there, the technical ability is the problem. A responsive, listening manager makes a difference and this can be repeated anywhere in the world.

“People who have shown interest in being part of the SC system should be encouraged to go for training and career advancement because SC is changing every day and everyone needs to be up on deck... We need all key pieces: economics, logistics, management, pharmacists, and business... to build SC. It’s the combined work of everybody.”

Countries should also **consider replacement policy**, signed and understood, before buying any equipment. The best value comes from knowing what the best buy is and from where.

A lesson learned from Fatoke’s own experience is the **individual responsibility to build your own capacity**. By increasing one’s own

“If there’s no SC, how do you treat patients that are in facilities dying of malaria? It will not get from manufacturer to that community. I believe that SC brings life into the health sector.”

Knowledge through studying and remaining up to date on one’s subject, one can contribute professionally to his or her field.

Critical skills of a health SC manager are the understanding of the SC system and health programs, ability to model best practices, to reduce cost and to increase efficiency, and a speciality in logistics and project management. An understanding of strategic planning, SC solutions, warehousing and distribution, and procurement is also essential.

SC brings satisfaction to the health system. It brings the commodity. According to Fatoke, to make a familiar routine, everyone must work together to put SC in place through effective management, cost reduction and process improvement.



Sustainable Healthcare Initiative (SHI) on Quality Service



Case study of a supply chain manager

Participant profile

Rawlings S emlak is the Assistant Manager of SHI, headquartered out of Abuja, Nigeria. With a Bachelor in Management Sciences and an MBA in Management, and with SC trainings from the University of Ghana, S emlak began his

“I would describe my career path up until now as that which keeps evolving based on the clients’ demands, to meet new standards.”

career as a logistics officer at CHAN Medi-Pharm before becoming a program officer for SHI. In his career at SHI, S emlak has been promoted from logistics officer to SC advisor to assistant manager. He is now in charge of supervising all SC operations, including client-based and program-related activities, warehousing, distribution, cold and non-cold chain transportation, people management, expansion and proposal management.

Having worked under the previous SC manager, and with his own experience in the field, S emlak incorporates all that has been and brings new things on board in this position. SC, according to S emlak, is a field that keeps evolving. S emlak is **enabled** to do his job well because of the SHI name that goes before him—an organization that is known for its responsiveness to client needs, its mindfulness in lead-time operations and its effectiveness in service delivery. A **barrier** to S emlak’s work is the growing demand for SC operations and the lack of resources.

“We want to leave the shores of Nigeria and do business globally. We want to showcase ourselves to the world as a recognizable, reputable SC organization.”

In this case study, S emlak shares his experience of supervising SC at SHI. Hiring, stakeholders, HR, budgeting and salary, and performance and incentives are also discussed, followed by key points for application.

In the workplace

Work environment

SC professionals contribute commodity distribution, maintenance of warehouse stock, tracking, profit-related private sector business, partnership building, relationship management and an understanding of local needs to SHI and SCM. SHI provides **support** for SCM because it produces business, while also building capacity and expanding a client database. Good leadership and internal capacity building are **assets** to the SCM team.

One way organizations might **inhibit** SCM, however, is when everyone does not do their job to deliver on their ground. Each person is responsible for the delivery of each commodity.



Hiring

SHI looks for experience, sense of humour, ability to participate with customers and clients, communication, quality delivery, education, and level of intensity. A minimum of a Bachelor's degree is required, and assistant roles can be filled by those with a national diploma from a polytechnic.

“We ensure and guarantee customer service, keeping us in business and giving us a competitive edge... We deliver, monitor and evaluate and ensure progress.”

After an HR screening, suitable candidates are invited for an interview. Interviews are first written and then oral. A standard of performance is expected and appraisals are conducted after the first six months. New employees are considered by their supervisor, HR and the director for recommendation, reward or reprimand.

Job descriptions are not tied to a particular role. HR has a form and there is flexibility in adding further responsibilities. These job descriptions are not written in stone, but cover basic responsibilities and unforeseen circumstances, given that SC keeps evolving.

Stakeholders

“No matter how uncomfortable the timing, we will deliver. Because we do not see ourselves here just to make profit, but also to ensure sustainability of our relationships, which means making sure that the client or final user gets whatever product at the right time with the right quality.”

Stakeholders include the National Malaria Eradication Program, John Snow Inc., National Agency for the Control of AIDS, and the Society for Family Health. **Enablers** to these stakeholder relationships are a sense of trust developed through staying in jurisdiction of SHI-partner contracts. Challenges include delays in responding to invoice payments and limited opportunities for capacity

building. The absence of policies and the development of national guidelines could also serve as **barriers**.

Obligations to these stakeholders include making contractual agreements and ensuring that all operations are within the guidelines of these contracts, meeting service delivery and reporting that SHI met these deliveries, and going out of contractual obligations to respond to emergencies for the good of the project. In return, stakeholders provide technical support. SHI also expects capacity building to ensure that, with the growing demand of SC and operations and the growing need, standards of service delivery will be maintained.

HR, budgeting and salary

HR is a holistic venture at SHI and oversees all operations. Of utmost importance is that contractual obligations are met. If not, this calls for appraisal and an issue with HR. HR serves as the checks and balance to ensure compliance.



HR budgets take care of remuneration, linked to achieving growth goals, and salary, which is based on experience and education. Each job grade and level of responsibility complies with the HR payment structure. Safety equipment and training are also included in the program budget, but training requests must be approved. If approved, travel, stay and food are covered. Semlak draws up the activity-specific budgets and these are submitted to audit and finance, and then to the program, for approval.

Workplace performance and incentives

Each year, a work plan is developed. Quarterly implementation plans are also made to show responsibilities. If performance is not at its standard, and is the fault of SHI, this becomes an issue with HR and comes up during the performance appraisal.

SHI offers an uninterrupted internet facility with online training from the University of Ghana SC Training Team. Six employees are also taking a course with the Public Health Foundation of India and this is paid for by the organization.

Employees work together to 'think wide and share opinions'. Employees are

KEY POINTS FOR APPLICATION

According to Semlak, if principles and practices of SC were met to the letter to provide good service, ground was covered. To do this, the **right information and personnel** must be put in place to ensure quality service delivery; if the objectives are met, whether it is in Nigeria, Ghana or Kenya, the potential for success is still the same.

Semlak advises SCM organizations to **ensure a quality contingency plan** at all times and establish a good foundation that will allow organizations to build relationships and meet their goals. Lead times, standards of operations and contingency arrangements are top priority. If these are maintained, little to no compromise should be made to ensure quality service delivery.

“Logistics is the same everywhere you go, but with whom you work should determine the strategy you use.”

SCM personnel in countries are **enabled** by the right market and the right opportunities. A lesson learned from Semlak's experience is that there are ample opportunities to create an even wider range of opportunities.

“We understand that for us to meet whatever goal there is, we should be able to see our responsibilities from the perspective of the client himself, or the government, or whoever the end user is... Just do a little extra to show quality is not compromised at all.”

The critical skills a health SC manager must have are the basic knowledge of the commodity he or she is caring for, awareness of the environment, resourcefulness, good information and the ability to make sure quality is not compromised.

SC brings everything to health systems, according to Semlak. If something in the SC pipeline is missing, available commodities at the end-user level will not be there with the right shelf life. **Availability and affordability are key.**

“SC operations at the health level take care of about 80 percent of everything. You can prep the health worker with policies and strategies, but if the commodity is not available, you haven't done anything and have missed the entire point.”



encouraged to seek advancement in their career and to take on leadership positions in other professional organizations as long as job quality and performance aren't affected.

SHI receives mentorship from Management Sciences for Health, and also works in unison with other partners to mentor in-school youth on the prevention of HIV/AIDS.



Sustainable Healthcare Initiative (SHI) on Creating Enabling Opportunities



Case study of a distribution pharmacist

Participant profile

Emmanuel Idenu is the Distribution Pharmacist for the SHI Nigeria. Equipped with a Bachelor in Pharmacy and currently earning a Master in Public Health at Walden University and a certificate in Global Information Systems and Public Health from the Public Health Foundation of India, Idenu is committed to strengthening SC and ensuring drug quality. Idenu began his service at a public hospital before becoming a superintendent pharmacist with a community pharmacy. He then became an intern with SHI and was promoted to distribution pharmacist after appraisal.

“Public health in general is a field that needs utmost attention, especially in my country Nigeria.”

As distribution pharmacist, Idenu works in warehouse management and manages the distribution of all pharmaceuticals and lab regents in the program and business arm of SHI. He is the focal person in procurement, preparing reports of stock balances in the warehouse and submitting the distribution budget. Idenu is also in charge of the integrity of the cold chain (CC) facility and ensures commodity security and quality. Timeliness, leadership and a collaborative environment **enable** Idenu to do his job well. **Barriers** to the work might be emergency situations that require last-minute staff scheduling and the following of standards of operation. The terrain can also be unpredictable.

“My job description as a distribution pharmacist cannot be overemphasized, but it’s not just rooted to what is described on paper.”

In this case study, Idenu discusses the potential for SC through the creation of enabling opportunities. Hiring, stakeholders, standards of operation, budgeting and salary, and performance and incentives are also discussed, followed by key points for application.

In the workplace

Work environment

SC is a department in SHI and a part of the business arm that funds distribution activities. SHI’s reputation for excellent SCM boosts the name of the organization. For this reason, **SHI supports SCM as a top priority**. SCM at SHI is **inhibited** by limited manpower when it comes to warehouse assistance and emergency support.



Hiring

SHI looks for candidates with the proper academic qualification, experience, communication, good reasoning in situations with little resources and the ability to work together.

“We take painstaking effort to ensure that our standards are not compromised.”

A Bachelor’s degree or, at a minimum, a national diploma from a polytechnic is required.

Hiring is done through a written and oral interview. Job descriptions, while important, are not as important as the set common goals. SHI employees work toward these goals together, working outside of their job descriptions if necessary.

Stakeholders

Stakeholders include John Snow Inc., Imperial Health Sciences, National Malaria Eradication Program and the National Agency for the Control of AIDS. SHI works with its partners to coordinate standards of operations. SHI is further **enabled** when partners help SHI carry out warehousing and distribution processes through additional financial or material resources. **Barriers** to stakeholder relationships are delays in payments or limited personal time in the face of emergency distribution, but these barriers are negligible.

Obligations to these stakeholders are to ensure that services are not in any way substandard to what has been agreed upon. In return, stakeholders provide payment.

Standards of operation, budgeting and salary

Standards of operation are designed for distribution, warehousing, and CC management; all of these are approved by HR. Policies and strategies are consistent across all organizational units.

The audit and finance department set budgets, including salary, training and safety equipment. The SC department draws up budgets for every distribution and considers SHI strategies and policies when drawing up the budget. Salary is linked to education and experience.

Workplace performance and incentives

Performance is reviewed and measured based on how much lead time is used and in distribution service. Performance appraisals are also conducted every six months for every staff member. These appraisals are coordinated with career advancement.

Employees can apply for training and, if approved, funding for training, accommodation and food are provided. Mentorship is provided through Management Sciences for Health.



KEY POINTS FOR APPLICATION

Idenu advises **continuous training** to strengthen SCM. **Accessibility** through improved road quality can also improve lead time to each destination. **Country context** must also be considered; countries should come together to discuss processes that work for every terrain because what's 'in the book' does not depict Nigeria, for instance. Countries must also prioritize improving lead times, encouraging SC managers to take up key roles in SCM and to introduce appropriate transportation.

“On a daily basis, I learn a whole lot of things.”

According to Idenu, **doctors, pharmacists and SC managers must come together** around a purpose they are all enforced to reach. These professions can support each other if they can share ideas and put into practice what they learn from each other. Both the theoretical knowledge taught in pharmacy school, for example, and the practical knowledge of SCM can support each other. This is only effective, however, with implementation.

“In this country Nigeria, to be truthful to you, implementation forms the main problem we have in this country... The tussle for power or for heading a particular department tends to divert attention from what we should actually be doing... working together to attain the goal of saving lives.”

The critical skills a health SC manager must have are the ability to analyse fast and accurately and to be able to project how one should go about SC logistics.

SC can strengthen health systems by **reducing the impact disease conditions can have** on a general populous. The right SC system, the right drugs, the right transportation and the right time create a good condition to fight disease.

Idenu emphasizes the **importance of creating these enabling opportunities**, especially in the handling of cold-chain materials. The handling of these should be supported until reaching the end user.



Takeda Vaccines on Going Global

Case study of a supply chain senior director



Participant profile

Miguel Blanca is Senior Director of Vaccine Supply Chain and Planning with Takeda's Vaccine Business Unit, located in Deerfield, IL, USA. With a Bachelor in Industrial Engineering, an MBA and certified as Six Sigma black belt and SC

"I realized it was a good career path because you can start looking end-to-end at how we are moving materials."

professional, Blanca bridged his academic SCM expertise with over two decades of SC professional experience. Beginning as a production supervisor at Motorola and later plant manager for a small electric production factory, Blanca was hired by Merck & Co. and spent 19 years working there in global SC and planning before moving to Takeda Vaccines at the end of 2014. He was recruited for all previous positions through his internal network, and only came to Takeda through an external agent.

Blanca's current job responsibilities are to define and lead key processes of SC for Takeda's business, to work across several functions including commercial, SC (distribution and logistics), finance, quality and regulatory, to understand the external environment and transportation of vaccines and to work with government tenders. He is additionally accountable for key business processes. His team will be responsible for developing a good production plan, reporting and resolving SC issues, informing at the right time, creating a high-performance organization, understanding production systems, market availability and efficient planning, and managing cash flow. In cross-functional teams, he works with finance to set standard cost, with marketing and sales to forecast, with Contract Manufacturing Operations to understand performance lead times and with warehousing to measure capacity constraints. He aims to establish the best SC in each country through his expertise in managing vaccines and his understanding of SC complexities.

Enablers of Blanca's position include his background in academic theory, his practice and experience as a facilitator for decision making, and his exposure to and understanding of internal and external customer requirements. One **barrier** to his position is the external environment, in that customer and regulatory requirements change almost every day and are not always visible. Another barrier is the internal network, such as lack of reliability in manufacturing capabilities, changes in leadership or poor production systems. The organization must meet deadlines in order for SC to carry the right inventory.

In this case study, Blanca shares his knowledge of and exposure to SC while also exploring how to inspire a more global concept of SC. Hiring, stakeholders, HR strategy, policy, budgeting and salary, and performance and incentives are also covered, followed by key points for application.



In the workplace

Work environment

SCM will contribute to Takeda's vaccine business by ensuring revenue and by acting as the interface between commercial organizations and production/manufacturing operations. They will help the finance team set standard cost, look for opportunities for growth, put inventory in the right place and understand market priority. Takeda knows the SCM function is crucial for production, and recognizes an appropriate head count is required for operation and procurements plans to create material flow. The organization understands that inventory plans need to be developed, activities need to happen in coordination, and that SC will demand a lot of information to make the best decision. Thus, Takeda provides the SCM team with a good work environment, with the right systems, spaces to work and technology in place. They **enable** opportunities for continued learning and benchmarking, and the freedom to develop the best solutions.

"We help to facilitate the market because we have that capability."

"If we don't have tools and systems to work in, then we are not supported."

There must also be more attention paid to inventory management; it is all too often the case that there is in impulse to make more product without considering expiration and wastage.

Hiring

Takeda's vaccine business is currently in the process of forming its SCM team. The objective is to hire people that will motivate planning in a global environment. There will be a Supply Network Planning Organization in charge of balancing the production as each level of manufacturing is defined and a Market Planning Organization to contact the local market, understand demand and translate that into requirements from packaging to finished good. The goal is to optimize inventory.

For most positions, a Bachelor's degree, such as engineering, and an understanding of production systems and inventory management is key. Additional certification from the SC professional association, APICS, in Control and Production Inventory Management (CPIM) or as a SC professional is desired. Aside from education and training, other employee characteristics include strong ethics, good negotiation skills and excellent verbal and written communication skills.

Recruitment at HR is done both externally and internally. There is an HR talent organization that relies on databases and referral programs. They open the vacancy on their web portal so external candidates can apply. There is also an internal referral program where employees can recommend colleagues and earn rewards based on good recommendations. For a high-level leadership position, an external head hunter or consultant might be used. The Takeda job description includes core goals, responsibilities and expectations. In SC, how to develop and execute SC plans and strategies for markets and how to manage a SC network, end-to-end processes are critical.



Stakeholders

Takeda has both external and internal stakeholders. Externally, there are the payers, consisting of wholesalers, pharmacists, vaccination centres, physician offices and market health agencies. Internal stakeholders are the sales and marketing team, finance, IT and the regulatory affairs office. An **enabler** of these stakeholder relationships is aligned objectives. A **barrier** is poor communication. If a problem is occurring, it should be shared before it becomes too difficult to resolve with consequent shortages, backorders and stock-outs.

“If we have common objectives, we share risks and rewards. We receive the same consequences as a team... With competing objectives, the relationship is not effective.”

Obligations to these stakeholders will be to provide information and demonstrate SC is being managed effectively through good inventory management and meeting key performance indicators, discussed below. In return, stakeholders will provide accurate information like sales forecasts, shopping lead times, regulatory submission and approval plans and visibility of opportunities up front so Takeda SC will be able to plan ahead.

HR, budgeting and salary

At Takeda, there is a general HR strategy that supports the business unit and strategies for vaccines always include SC. The policies and strategies are well aligned. HR assists SC through collaboration on a hiring program and schedule with known upfront requirements for moving forward and by helping to facilitate objective alignments.

HR budgets are set by the business planning organization within vaccines planning. This is related to strategies and policies in that it complies with local site policies. The committee considers these requirements and develops programs to allocate budgets. There is also a global training program set up and budgeted by the organization. There is both a global HR budget and a business unit budget.

Exposure to several areas of SCM is a great asset. To retain employees, rotational plans are created to expose employees to even more SC functions. This is done in an effort to build SC leaders.

This year, Takeda is making moves to transform into a global organization. Functions like HR and finance are putting in place global procedures and policies for alignment across divisions and legacy companies.

Workplace performance and incentives

SC performance in general is measured by a critical performance indicator called On-Time and In-Full (OTIF) delivery. SC performance is strong if shipments are delivered at the right time in the right quantity. Blanca also puts forward days of inventory and the amount of discards and write-offs as important indicators of SC performance.



One of the opportunities and aspirations would be to create a database with intelligence to identify opportunities for global tenders, building an 'intelligent connection' between wants and needs. This connection would facilitate a space to negotiate capacity, price, product and packaging.

There is an established budget for training, workshops and conferences at Takeda. There are also resources for finding development opportunities and people are compensated if these opportunities are within the policy. A Master's program can also be compensated if the employee applies and it meets the policy.

For career advancement, every employee has to prepare their own employee development plan and identify opportunities to improve. If assignments are taken to improve skills, education and training, the employee faces the possibility of promotion.



KEY POINTS FOR APPLICATION

According to Blanca, it is important that there are good intelligence and engaging decision makers within organizations supporting SCM. There must also be more clarity from country decision makers about what they want their countries to do regarding health. This must **start with a good business strategic plan.**

“SCM is just an executer against strategy. If the strategy is not clear, the execution plan is going to be bad...I think we need to engage decision makers from the beginning, set up a good strategic plan and execute against that strategic plan. Then, we'll be a success.”

Blanca advises each country or organization first **establish clear objectives**, prepare a strategy and review what must be done to close gaps. Secondly, if the value of SCM is recognized, a plan must be put in place to **develop SCM capabilities in country**. Finally, the **plan must be executed with the right budget**. Outsourcing SC professionals to set the plan in motion could help establish SC leaders within country.

“They [countries] need to attract SC professionals in other ways because the pay might not be good. If they have the social commitment with humanity in terms of improving inventories and making vaccines accessible to patients, even if the pay is half of what I might have here, many people, including myself, would be happy to go enable and prepare people in those countries to become SC professionals. But they have to have that clear in their mind, because we are not pushing.”

“We work in a very isolated way. There is not truly a good global experience of saying, how can we help these countries? There is a need—they need to have access—but for one reason or another, we're not supplying those needs.”

Lessons learned from Blanca's experience include the necessity of **looking for opportunities and thinking through good global inventory management**. It is important to understand what is available around the world and to match local country needs with global product. Agility, good distribution and logistics, good infrastructure to manage cold chain products and receive appropriate volume in country and the ability to respond to requirements have prepared Blanca for his career in SCM.

“If you don't understand your critical role, opportunities to improve are lost.”

Critical skills of a SCM **include knowledge of the business environment and compliance with drug regulations**. Should any change be made to drugs, managers must implement change control and manage inventory at the micro-level in micro-details. Skills, knowledge and practice go hand in hand.

SC brings intelligence, methodology and planning to the health system. It is a tool to predict and project workload and to make sure there is a right stock of medicines to accommodate the patient. Pharmacists and doctors need to understand the happenings upstream in SCM and become partners in the end-to-end SC process.



UPS and the Global Model



Case study of a global strategy manager

Participant profile

Kevin Etter is a Global Strategy Manager for Healthcare Logistics with UPS, currently on secondment with Gavi Alliance in Geneva, Switzerland. Etter began his career with UPS in 1983 while still completing his Bachelors in Finance. According to Etter, his long career with UPS is a 'product of promote from within', falling in line with a long business history of 'manager-owned and owner-managed'. In his 32 years with UPS, Etter has worked in operations management, industrial engineering, UPS Airline, mergers and acquisitions, SC, marketing and, now, with the UPS Foundation. This diverse career path within the organization, he said, was **enabled** by a strong company preference toward promoting from within, developing its people and favouring a general over a specialized track.

"The common denominator throughout my career was the tool kit I developed, which was based around understanding numbers, understanding projects and understanding people."

This UPS track eventually led Etter away from strictly quantitative work and toward people and product management and healthcare strategy. His current responsibilities are to understand and work with UPS groups and outside entities to develop supply chain solutions and monitor global regulations. UPS's strong network, efficient business structure and advanced skills development **supports** Etter's ability to do his job well. Furthermore, founder UPS Jim Casey's phrase 'constructive dissatisfaction' inspires Etter to hone his skills and look critically at everything, including himself, for increased work performance and customer satisfaction. He was seconded to Gavi due to this discipline, his SC expertise and his background in training.

In this case study, Etter shares his experience of working for an international logistics company that invests in its people. UPS promotion, stakeholders, HR policies and strategies, and performance and incentives are also discussed, followed by key points for application.

In the workplace

Work environment

For much of UPS's lifetime, it has endorsed generalization over specialization, allowing its people to grow through different departments based on their interests, their growing skill sets and the needs of the business. This creates a work environment in which people must be willing to take on different responsibilities and to challenge themselves, with the expectation that UPS will also develop its people and look toward their future career. UPS engages its people in a *mutual career development process*.



Due to this mutual reliance, staff can count on the fact that, if they take care of the company, the company will take care of them. SCM personnel are the heartbeat of the organization.

“UPSers thinks of their career as a path with stops, just like our drivers. Our career is our route. We know where we want to be, so we have to figure out how we get there.”

According to Etter, every skill set has a role in UPS, and each of these roles can be related to SCM. Though UPS began as ‘trucks and drivers, brick and mortar’, by focusing on efficiency, innovation and its people’s diverse backgrounds, UPS grew into what it is today. It is the hiring and promotion of its people we will turn to now.

Promotion

“We hire the best people for the right position.”

Practicing a policy of internal development, UPS hires and recruits first from within before turning outward to address specialized positions. Employees are deemed ready for promotion based on their work performance and experience. Once a position becomes available, candidates are further considered based on their interest in the position and on their skill set.

In general, employees with operational tasks are equipped with a Bachelors degree, and staff support and specialized levels may require employees to have a Masters. Other factors that are considered are a candidate’s experience and/or demonstration of an expertise and personality. UPS looks for people who are results-oriented and prepared to be measured on their performance every day.

Stakeholders

UPS stakeholders include customers first and foremost, as well as employees, shareholders, the executive branch and the board of directors. **Enablers** of these stakeholder relationships include excellent quality service for its customers, skills development for its employees and maximized profits and current bookkeeping for its shareholders. Oppositely, **barriers** to these stakeholder relationships include failure in its service to its customers, stagnant work development for its employees and poor financial quarters and lower share value for its shareholders.

UPS obligations to its stakeholders are to meet all their expectations. In return, UPS receives financial resources, in addition to guidance and direction from its management board, good work from its employees and loyalty from its customers.

HR policies and strategies

UPS has one policy book for its 400,000 employees. This policy book’s sections include the company, the people, the customer, the shareowners and the communities. These policies have

“Policies drive the strategies. We’re an engineered company, so the value drives the mission which drives the vision which drives the strategy.”



evolved and grown with the company and new policies have been adopted as the business has changed.

Results are measured by the UPS policies and strategies, which are tied to budgets. The number of employees is approved by HR and what each manager can spend is determined by finance. Job position determines the salary band or grade of each employee. Within these budgets, safety equipment and training are included.

Workplace performance and incentives

At UPS, employees are measured every day and receive a score that is tied to job performance and merit. These performance reports consider four measures—people, customers, finance and internal business—in addition to the manager's rating of the employee against these competencies. Every job has a minimum requirement and a level of what's expected. It's this criterion that can be referred to for career advancement. If the employee seeks more responsibility, he or she must demonstrate the expected behaviour, and his or her manager can help him or her achieve this.

Salary is linked to experience and job performance in most cases. Management positions allow these employees to enter into a deferred compensation program, which provides them shares in UPS stock. This amount of stock is based on the yearly performance factor, which is tied to goal achievement.

UPS offers many resources for professional development, including UPS corporate schools that offer both skills-specific and general leadership courses. Additionally, UPS partnered with local universities in Kentucky, USA offering to pay students' tuition, textbooks, room and board if they agreed to work for them on a four-year contract. Bachelor's degrees can also be reimbursed as a benefit, dependent on the school tuition. This is possible for graduate degrees as well, but may require a more serious procedure. All additional professional development expenses can be put on the employee's expense account.

Employees are encouraged to volunteer in their community and in international organizations. Lastly, while there are pockets of assigned mentors within UPS, most mentorship is already woven into the UPS system and takes place between the employee and his or her manager.



KEY POINTS FOR APPLICATION

Etter suggests countries focus first on stabilizing their health system in order to build on private sector practices. Acknowledging SC as something that needs to be professionally managed and valued is one way to begin stabilizing country health systems. **SC brings stability** and takes a body of work away from pharmacists.

“We work in an environment of stability. To stabilize your environment is the first challenge.”

A country health SC manager should display skills in people management, product management, problem solving, communication, and personal and professional development. From Etter’s own experience, he urges countries to consider weaving the lifetime skills of older generations with the new specialized SCM tracks offered today. The general, as opposed to specialized, approach Etter took allowed him to build competencies through experience.

According the UPS founder Jim Casey, ‘Our horizon is as distant as our mind’s eye wishes it to be’. UPS has built its work around seeking more and more global coverage, prioritizing

“Knowledge of pharmaceutical regulatory compliance and safe handling practices can be learned by people outside of the medical profession. That’s what we do at UPS.”

SCM to reach more customers and to leverage its business. Etter advises countries to make a case for SCM and to address obstacles in the way of increasing country coverage. This includes making a case for the people who work in SCM.

The biggest **enabler** Etter offers to countries through his experience with UPS is a **focus on people development**. Despite an initial level of inexperience, UPS invests in its employees’ skills development and expects results from its employees in return. In this way, both the business and employees within the business grow together, with an emphasis on mutual commitment, mutual maturity and, most importantly, higher quality service for its customers.

“The best thing you can do is embrace your people, focus on making them better, developing them and providing opportunities for them.”



UPS, Partnerships and Developing Markets



Case study of a humanitarian supply chain director

Participant profile

Esther Ndichu is Humanitarian Supply Chain Director for the UPS Foundation, based out of the Brussels, BE office. With a Bachelor in International Relations and Political Science from the College of Wooster, Ohio and an MBA in International Business from the American InterContinental University in Atlanta, Georgia, Ndichu began her career at Ryder Systems, an American-based provider of transportation and SCM

products. Here she worked in anything from accounting to logistics engineering to analysis and warehouse consolidation. After seven years with Ryder, Ndichu moved to UPS, where she has worked in industrial engineering, network planning, data analysis, and revenue and people management, often engaging with high-tech customers like Dell, IBM and Lenovo. Ndichu now works in the Customer Solutions Team of the Humanitarian Relief and Resilience Program (HRRP) with UPS Foundation. She was recruited through her mentor at UPS and the job description was crafted based on what she had done and what she would be able to do.

“Being at UPS and being in positions that allow me to work with different groups and different regions around the world has allowed me to build a good network of people, so I know who I need to talk to when I need anything done.”

Ndichu works in supporting UPS partners WFP, UNHCR, UNICEF, Gavi, The Global Fund, UN OCHA and UNISDR. The HRRP’s shares a common interest with these organizations in maternal & child health and logistics. According to Ndichu, the purpose of the program is ‘to partner with organizations that are active in this space and have a good global footprint’. Ndichu works to find ways UPS can enter this space on a commercial basis, while also building public-private partnerships (PPPs) and serving as primary contact during disaster relief. She oversees different transportation and technology-based solutions and works in conjunction with NGOs to assist with development implementation and execution of different projects. Ndichu also works on the Emerging Markets Group, looking at how UPS can expand into different countries and acknowledging that public health products are a large component of shipments going into countries.

A number of factors **enable** Ndichu to do her job well. Her network allows her to engage with many different players in this space. Additionally, her position provides access to and visibility with senior management; good mentorship has played its part. Ndichu also believes her academic and personal background support her role. An understanding of international relations and upkeep in current affairs, and her own experience of growing up in Kenya, give her a global awareness. A **barrier** to her work in emerging markets is that Africa, for instance, is not seen as a primary area for business. She advocates to UPS that there are emerging economies in Africa that could benefit both UPS and those countries.



“UPS is not just a donor, but a shipping partner.”

In this case study, Ndichu shares her experience of working for an international logistics company that is building global partnerships and exploring emerging markets. UPS hiring, stakeholders, budgeting, and performance and incentives are also discussed, followed by key points for application.

In the workplace

Work environment

In working across the commercial and development space, UPS is **able** to offer practices and solutions to its customers as they evolve. One example of this is the current paradigm shift from full to partial outsourcing at the country level; there is more building and availability of local brands. Additionally, UPS has so many people within its organization that can be utilized both internally and with partners.

Hiring

“You grow within the role and you grow within the company. As you develop your experience and responsibilities, you move from one role to another.”

While there is a lot of internal hiring and skills honing, certain UPS departments do hire from the outside. There is a recruiting group within the HR organization that vets candidates. From there, candidates may have to complete several required competencies depending on the level of the position and the department. Hiring processes may also differ by geographic area.

A college degree is the standard academic requirement. Education is considered alongside work experience. Ndichu said some ideal experience would include work in technology and the international arena, as well as experience using different tools for planning, analytics and forecasting.

Stakeholders

Stakeholders within UPS include the following departments: transportation, distribution services & management, contract logistics, revenue management, customer solutions, and sales and marketing. UPS also reports their decisions to shareholders.

“There’s the common factor that everyone is trying to grow the business... The performance of the company is directly tied to what we are able to do for the customers. It’s on each stakeholder to do what they have to do to make sure the company is growing.”

An **enabler** of these many stakeholder relationships is that each department has a stake in UPS and contributes to the business’s growth. However, this means that each department has a vested interest in protecting their own area. This can be a **barrier**, so it is important to make sure everyone at UPS is on the same page.

Obligations in these stakeholder relationships include brand management and brand awareness, utilizing UPS resources responsibly and leveraging UPS skill sets. In return, stakeholders provide either financial support or HR.



Budgeting

Directors or senior management of each department set the budgets for the group based on a plan set out at the beginning of the year. This plan takes into account the number of positions and current staffing. If additional resources must be added, there is another process.

There is a direct correlation between the strategic business plan and goals and the number of people employed. Budgets are thus related to strategy and policies. According to Ndichu, 'when you look at the strategy that's been set out, you need the staffing to support it'.

Workplace performance and incentives

UPS uses a performance report system to measure and review workplace performance. Goals are set at the beginning of the year dependent on the department and/or individual. Employees and their managers may also set goals tied to what they're each working on and trying to accomplish. These goals are tracked on a monthly or quarterly basis with a mid- and year-end review. Overall, a lot is driven by the individual and the leadership within that group.

Salary is tied to seniority and based on job grades and caps. Ndichu said it also 'boils down to negotiation'. Bonuses are based on job level and the performance report. These bonuses are in the form of stock ownership and cash; this cash can be deposited into your 401K or used to buy additional shares. Bonuses are tied to achieving growth goals.

UPS University offers online courses based on building business acumen or program management skills. There is also a Supply Management Tool that offers different types of trainings or competency development based on job level. Opportunities outside of UPS can be discussed if the employee is able to justify it. Ndichu and her department have begun weekly webinars that highlight different employees and the work they're doing for further training at no cost. There is also a tuition reimbursement program for education courses and executive sponsorship for an MBA may be offered depending on job level and responsibilities.

Ndichu is part of a women's leadership development group set up for women in the organization because UPS has traditionally been a male-dominated business. There are meetings every month with different types of development training opportunities available. A mentorship program runs in parallel. Senior and junior staff members are matched and coordinate the mentorship.



KEY POINTS FOR APPLICATION

SCM can be strengthened through its professionalization, so that it's not just an additional requirement of a person's responsibility. People should be provided with the training and the tools, elevating the position and the people who fill it.

At the country level, **policies could be changed** to make sure it's a core requirement to what's being done. Governments should ensure that there is an effective supply system in place.

“There's a lot we can learn from developing countries.”

At the same time, Ndichu said a lesson that can be learned from her experience in SCM is that **practices can be shared bilaterally between the private and public sector**.

SC managers in health must have a combination of SC—everything from warehousing and forecasting to planning and

“There's a knowledge and expertise that's needed of public health. It may not necessarily have to be equal competency. SC is a core competency.”

demand—and healthcare knowledge. This competency is important in health SCM.

According to Ndichu, **SC can bring everything** to health systems. To help beneficiaries, supplies have to get all the way to the final person—“that child, that mother”. You must make sure that everything, from delivery to destination, is managed well.

Countries are in a position today where they can implement modern SC options using new technologies. The path has already been laid out, so they do not necessarily have to go through the same steps that UPS and other countries went through. With good funding and good people, the developing world is an emerging market in which UPS and The UPS Foundation is interested.



United Drug Supply Chain Services on SC Partnership



UnitedDrug
Supply Chain Services

Case study of a supply chain human resources leader

Participant profile

Hillary Collins is Head of HR for United Drug SC Services, a subsidiary of UDG Healthcare. Based out of Dublin, Ireland, United Drug SC Services deliver twice a day to 1,600 pharmacists in the Republic of Ireland. Collins has a Bachelor of Commerce in HR and Marketing, a Postgraduate Diploma in Marketing, a Master of Science in Strategic HR Leadership and a Master of Science in Marketing. She began her career in marketing before moving to HR administration and managerial roles, spending the majority of her career in manufacturing. She was Head of HR for Calor Gas, an electricity distribution company, before becoming Head of HR for United Drug's Irish business and, finally, Head of HR for the supply chain division.

"I am the internal communication champion in terms of communicating corporate strategy, taking high-level documents and turning them into every day, user-friendly language so that no matter where you sit in the business, you really understand where you are in the overall strategy of the company."

"A marketing background helps, because what I'm selling is a story. I'm selling either a job offering or a career path to the employee. I'm selling the employee and talent to the senior management team, and I'm selling the corporate strategy to the internal workforce in terms of how we're doing things."

In her current position, Collins manages all strands of the HR function, including talent management, learning and development, career mapping, succession planning, employee relations, and union relationships. She also seeks to improve HR information systems and to drive a culture of high performance. Collins additionally sits on the Senior Management Team of the SC Services for the

Republic of Ireland. Her job description required that she align her practices with the parent company, ensure principles of performance management, and deliver cohesive learning and development. An understanding of the whole HR offering **enables** Collins to do her job well. This position requires a quick thinker, lots of energy, empathy, the ability to flex your style, managerial training, and a solid understanding of the people point of view. Another enabler is communication, and the ability to speak the business language and translate the HR benefits. A good story must be communicated in order to attract new talent to the business. **Barriers** to HR in SC include limited access to data, limited finance knowledge, lack of curiosity in the HR market, and inadequate investment in HR systems.

In this case study, Collins discusses the importance of HR within SCM. Hiring, stakeholders, HR strategy, policy, budgeting and salary, and performance and incentives are also covered, followed by key points for application.



In the workplace

Work environment

SC is in everything they do at United Drug SC Services. However, Collins mentions that the value of HR in SC may not be as well known. HR **supports** SCM by looking at how to get more out of the resources they have and who should be recruited to fill these gaps. The HR team also encourages communication across other functions, especially so as to avoid promising delivery that cannot be carried through. Updating tracking systems, minimizing the need for labour, and minimizing damages and errors all reduce **barriers** for HR and SCM.

“It’s definitely an environment that I enjoy working in because of the variety of employees, the demographic and the level of fast pacedness.”

Hiring

“We hire on values and health and safety awareness, for individuals going the extra mile regardless of where they sit in the business.”

United Drug has over 1,200 employees with a turnover of less than four percent. The minimum education for middle management employees is a Bachelor’s degree. Job descriptions list key competencies and value stories to express certain standards. When recruiting in large numbers, United Drug advertises internally and externally and uses assessment centres; they tend not to use agencies.

After candidates are selected, they may be brought in for an informal interview before moving forward with a formal interview. This is to make sure candidates are prepared for the work environment of the warehouse. Ideal candidates have the right personality fit and are able to deliver right away. Resilience, the ability to handle busy times, and the ability to flex one’s style are also important.

Stakeholders

Stakeholders include the Minister of Health, big pharmaceutical customers, retail customers, UDG Healthcare, shareholders, union representatives, employee representative groups, and hospital and buying groups.

Enablers of these relationships are good service, open communication, strong relationships and trust. **Barriers** of these relationships are mixed messages. For instance, in the past, when there was a problem, United Drug didn’t know what it was because there was no root cause analysis or reliable source of data. There was no one with ownership of the issue or a relationship with the external customer. This has been fixed by putting proper systems and people in place to manage this.

“When they [stakeholders] take a more collaborative approach, their customers get a better service, the product gets to market quicker, and they gain better sales results.”

Obligations to these stakeholders include engaging with unions if there’s a specific change and getting services and products out in a timely manner with hospital groups and retail pharmacists. United Drug has



not yet lobbied with the Minister of Health, but this is something they may look at. In return, stakeholders share information and commercial plans.

HR, budgeting and salary

According to Collins, there is an HR strategy in the SC division, but it's generic and includes business development, customer relationship management and operational excellence. There are also general HR policies on recruitment, development and learning and performance management that could be lifted and dropped into any business or industry. Policies are not changed based on strategy, but actions and how policies are interpreted might change.

“You do have a budget you're expected to adhere to, but if you need the money you will be able to get it from somewhere else. You just need to be creative.”

Collins sets the HR budgets but they are usually renegotiated and altered. Salaries and training fall under the HR budget, but health and safety fall under the operations budget. Salary is based on what the market is paying for the roles.

Workplace performance and incentives

“We empower our employees to gain experiences in a balanced approach.”

There is an online performance management system in place at United Drug that cascades objectives down from divisional managing director to managing director to senior management to middle manager. Mid-year and end-of-year reviews are done with this online dashboard. There is also a management conference in September to set objectives, increase business development opportunities, and improve customer relationship management. These all fall in line with a three-year strategy.

Bonuses are based on delivery and company, group and individual performance. The bonus is 10, 15 or 20 percent of salary based on where one sits in the business. United Drug is currently working on clear criteria for career development, with paths for those that want to become a functional expert and for those who show leadership ability.

Employees can be sponsored to do a Master's degree. HR also provides leadership and management training. There are two leadership programs: A people management and development program at the divisional level and a mentorship program for new graduates entering the business. Collins said other outside experiences are also encouraged. For instance, she sits on the board of a charity organization and is provided with the time to do this.



KEY POINTS FOR APPLICATION

Collins recommends that organizations **hire for functional expertise** and the skills to do root cause analysis. There should be **a culture of continuous improvement** across all functions. Knowledge and information should be shared, and opportunities to reach outside of the business should be encouraged. This is not to outsmart other markets, but to share stories and incorporate trends. It is also important to be mindful of competitive authorities—to maintain healthy competition and continuity of services.

“We are a partner choice in ensuring they’re [retail pharmacies] a profitable business.”

In dealing with health systems and government ministries, **sharing knowledge and lobbying are key**. The importance of SC must be understood. This importance could be illustrated through case studies, presentations or forums.

“It all comes back to communication and really understanding where you’re starting from and what you want to aspire to.”

Organizations should **position themselves as the partner choice**, and look at what they can offer customers and pharmacists. The service should speak for itself if relationships are managed well. For instance, United Drug, as the national service provider to the Republic of Ireland, is the main SC infrastructure and man power in place. To pharmacists, they provide HR and finance advice, product recommendations, seasonal promotions and guidance on how to lay out their shops.

SC managers should have good **communication skills**, commercial knowledge, the ability to flex their management style, financial acumen and **resilience** in a fast-paced industry.



Western Canada Utilities Sector and Cross-Sectoral SCM

Case study of a materials manager

Participant profile

Paul Chilton⁸ is a Manager of Materials Management at a Western Canada utilities-sector corporation, responsible for 165 people and a \$21 million budget. He was previously a

“I got into supply chain kind of by accident, or fortuitously, whichever way you’d like to look at it.”

Provincial Director of Warehousing and Logistics in the health sector, with a team of 75 people and \$7 million budget. After graduating from Bristol University with a Bachelor in Geography in 1996, Chilton began his career in IT before eventually becoming an operations manager for SC in Northern Europe with Black & Decker, an American manufacturer of power tools and accessories. It is at this company that he honed his skills for demand planning, contract management, materials management and people management. These skill sets opened the door for multiple SC opportunities both within and outside of the health sector upon his arrival in Canada.

While working in the health SC sector, Chilton became proficient in distribution and inventory management, transportation, operations, contract management, replenishment and pandemic inventory stockpiles. At his current position in the utilities sector, Chilton is responsible for inventories, material planning, contract management, distribution, regional support and hazardous waste management.

Chilton was recruited for his current position via a facilitated introduction within his professional network. His offer letter included his key terms of employment, remuneration package and job duties. Chilton believes it was his 20 years of experience, rather than his technical degree, that allowed him to develop a skill set appropriate for SCM. Having worked in both the health and utilities sector—managing ‘heart valves and IV solutions, transformers and wires’—Chilton has seen that the challenges experienced in one industry are sometimes solved in another. It is with this diverse SCM outlook that Chilton will discuss his current workplace environment, hiring, stakeholders, budgeting, and performance and incentives, as well as key points for application.

In the workplace

Work environment

Organizational support can serve as a great **enabler** of SCM if it’s there, and a **barrier** if it’s not. It is important to see that the leadership within SC has a role in contributing toward strategic discussions of the direction of the organization or the company. SC should have a voice at the table where decisions are made. Not recognizing the function of SC within the organizational hierarchy and not having SCM as a

⁸ Chilton is not speaking as a representative of any company or organization. All the views expressed are his own.



core part of the organization's identity can trickle down and affect the reputation of the company within the SC community.

Within some organizations, the SC function may not necessarily have been planned out or deliberately designed, but has often evolved over time. Depending on the type of SC function, there may or may not be diversity in the roles. Typically jobs such as warehouse operators are relatively junior positions. As a result, staff turnover can be high and the majority of staff have achieved a high-school level qualification. It is the staff hiring process that we will turn to now.

"I think where I've seen SC functioning particularly well is where the profile of SC was high and there was recognition amongst the executive and the board that a high performing SC was a key element to the success of the

Hiring

"I am a great believer that the team is more than just the sum of its parts."

Management positions within this utilities sector corporation typically require a university degree, or the equivalent of skills and experience. Much of the hiring is internal. Any unionized positions within this corporation require grade 12, math and English. Knowledge-based factors, like technical skills and experience, and whether or not the applicant has been responsible for similar tasks in the past, are also considered heavily. Additionally, Chilton recommends organizations look for pragmatic, positive, self-aware, problem-solving individuals during the hiring process.

In the healthcare sector in Western Canada, unionized job descriptions are reviewed and graded for classification and remuneration purposes by both the employer and union representatives. Non-unionized job descriptions are also classified and graded by HR professionals to ensure consistency and alignment with public sector guidelines.

Stakeholders

For this section, Chilton chose to focus on his experiences in the health sector. Stakeholders included government departments, health sector executives, senior management, community groups, medical directors and senior representatives from health authorities.

Obligations to these stakeholders included delivering on commitments, timely communication and keeping people informed. SCM contributes to these stakeholders' objectives by addressing material availability, fostering and driving innovation, and increasing efficiency and cost reduction. In return, these stakeholders provided funding and a clear mandate with continued support for service usage.

Aligned priorities and objectives between stakeholders and SCM, and continuity in personnel are factors that **enable** strong stakeholder relationships. Oppositely, lack of alignment, lack of trust and continual organizational change are **barriers** to stakeholder relationships.



Budgeting

SCM budgets are typically developed via a bottom-up approach, with key inputs being labour, facilities and equipment. A common practice is for labour budgets to be based on Standard Labour Rates, which vary by job function. Training budgets are generally defined as a percentage of the total budget.

“Money would never be a barrier for doing something safety related.”

Budgets and HR policies are rarely considered together, but HR may offer a salary bump if there is a retention issue that needs to be addressed. There is often not a SC-specific HR strategy. On this issue, Chilton said basic HR strategies were sufficient in his work experience, though this was possibly due to the maturity of the organizations within which he’s worked. **Chilton suggested a specific HR SC strategy should be considered when organizations are attempting to develop a new capability or when setting up an organization.**

Workplace performance and incentives

Workplace performance is measured both at a group and at an individual level. Group assessments are based on a set of metrics and scorecards, under the notion that ‘what gets measured gets managed’. Chilton and the management team review group performance and then assign corrective actions and performance improvement targets as necessary. These can be both team and individual targets. Oftentimes, one or multiple managers are primarily accountable for specific metrics. At the individual level, there is an annual review process. Objectives are set at the beginning of the year, and mid-year and year-end reviews are conducted between manager and employee. Individual objectives are tied to the objectives of the department.

“You set the bar high and you hold people accountable for high standards, but you also celebrate the successes.”

Salary is linked indirectly to education, but primarily linked to job function. Salaries are based on bands and grades. The availability of bonuses or incentive pay will vary by the type of industry sector in which an individual is employed.

The utilities-sector corporation encourages its employees to be members of at least one professional SC organization. Employees are compensated for time used for training and development.



KEY POINTS FOR APPLICATION

For countries in the process of developing their health SC, Chilton's most repeated advice was to **'hire the best'**. If the country is committed to SCM and believes it can deliver value, he advises the country create a profession in which people want to belong. According to Chilton, it should not be a short-term position, but one where retention is emphasized. Countries should seek a person with the appropriate skills and background, with knowledge in or outside of healthcare and with some local knowledge if possible.

"The ultimate objective would be to create an environment where graduates are saying they want to work in SCM."

Furthermore, he advises countries to set the bar high and **compensate appropriately** to attract the talent. Where financial resources are scarce, the country should **develop a longer-term view** and remember that they are

developing a career path and an opportunity for later on.

"It's not just about filling a job and position; it's about developing a capability."

SC can bring reliability and efficiency to the health system, while also allowing limited clinical professionals to spend more of their time looking after beneficiaries. Chilton advises SC professionals make their activities more **transparent** to medical professionals, as well as being more self-aware of their audience.

"Sometimes I think when the SC person talks optimize, people hear reduce... You've got all your SC objectives of efficiency and productivity and inventory turnover, and it's making sure the ways you present your objectives are as consistent or aligned with the objectives of the people you're talking to as possible."



Annex 2 – Interview Guidelines

Interview Guideline: The Path to SCM Professionalization

Objectives: To operationalize the career profiles, job descriptions and career paths of private and public sector supply chain management (SCM) personnel in national supply chain processes; to capture the human resources (HR) policies and workplace performance and incentives aligned with SCM positions within organizations/companies.

General Information:

- Name:
- Position:
- Company/Organization:
- Location:

Career Profile, Job Description and Career Path:

Profile

- What is your academic background?
- What is your professional background?
- Tell me about your current job responsibilities in SCM.
 - What factors enable you to meet all the responsibilities of your position?
 - What factors serve as barriers to meeting the responsibilities of your position?

Job Description

- How were you recruited for your positions in SCM?
- What were the qualities/responsibilities described in your ToR/past ToRs?
 - How did your background comply with these ToRs?

Career Path

- How would you describe your career path up until now?

In the Workplace:

Work Environment

- What are the contributions of SCM personnel to your organization/company?
- How does your company/organization support SCM?
 - How can these good examples be adopted in developing countries?
- How does your company/organization inhibit SCM?
 - How can these bad examples be avoided in developing countries?
- Tell me about your SCM team.
 - Can you tell me about your team members' academic backgrounds and individual SCM roles?
 - How are responsibilities in SCM shared? Is there an organizational chart delegating different tasks?



Hiring

- What SCM personnel profiles does your place of work seek?
- Have you participated in hiring processes in SCM?
 - What resources are used for recruiting?
 - What minimum or desired education standards are there for SCM positions?
 - What other factors are considered?
 - Tell me about the ToRs involved in these hiring processes.
 - Tell me about the candidates ultimately hired for these positions.

Stakeholders

- Who are your primary stakeholders (ex. Ministry of Health, company CEO, etc.) in effective supply chain management?
- Discuss possible enabling factors to your stakeholder relationships.
- Discuss possible barriers to your stakeholder relationships.
- What are your obligations toward these stakeholders?
- What resources or other support do your stakeholders provide?

HR Strategies and Policies

- Does your workplace have a supply chain HR strategy? Explain.
- Do you have supply chain HR policies?
 - If yes, are they written?
 - Are you able to share these with Gavi?
- How are the policies aligned to the strategy?
 - Are the strategies and policies consistent across organizational units?
- Who sets HR budgets (salaries, training, safety equipment, etc.)?
 - How are budgets related to strategy and policies?

Workplace Performance and Incentives

- Describe how SCM performance is reviewed and measured at your place of work.
- Is salary linked to education, certifications, seniority, or other factors?
- Is there an established budget for training, workshops, conferences, certifications and other professional development activities?
 - Are there resources for finding development opportunities?
 - Are people compensated for time used for training and development?
 - Are people compensated for tuition, conference fees, and other development expenses?
- Is there a defined policy for bonuses/incentive pay? Are these tied to achieving growth goals?
- Does your company provide time and resources for employees to take on leadership positions with professional organizations?
- Are there clear criteria for career advancement?
 - Does your place of work have a mentorship program? Explain.



Recommendations

- What recommendations would you make to countries seeking to strengthen the role of SCM personnel in their health systems?
- What will enable SCM personnel in countries?
- What lessons could be learned from your experience in SCM?
- What do you think are the critical skills that a health SC manager must have?
- What do you think SC can bring to health systems?
- How can pharmacists be supported by SC managers?
- Is there anything additional you'd like to add?



Annex 2 – Special Interview Guideline

Interview Guideline: The Path to SCM Professionalization

Objective: To operationalize the career profiles, job descriptions and career paths of private and public sector supply chain management (SCM) personnel in national supply chain processes; to capture the human resources (HR) policies and workplace performance and incentives aligned with SCM positions within organizations/companies.

General Information:

- Name:
- Position:
- Company/Organization:
- Location:

Career Profile, Job Description and Career Path:

Profile

- What is your academic background?
- What is your professional background?
- Tell me about your current job responsibilities in SCM.
 - What factors enable you to meet all the responsibilities of your position?
 - What factors serve as barriers to meeting the responsibilities of your position?

Job Description

- How were you recruited for your positions in SCM?
- What were the qualities/responsibilities described in your ToR/past ToRs?
 - How did your background comply with these ToRs?

Career Path

- How would you describe your career path up until now?

MSD Tanzania:

About the Project

- Can you tell me about this public-private initiative with MSD Tanzania?
- Tell me about your SCM team.
 - Can you tell me about your team members' academic backgrounds and individual SCM roles?
 - How are responsibilities in SCM shared? Is there an organizational chart delegating different tasks?
- How did SCM expertise contribute to this project?
- What have been the positive consequences of this project? (Sustain phase)
 - How can this project be adopted in other countries?
- How is SCM still inhibited in Tanzania?



- How can these obstacles be overcome in countries?
- How can immunization be involved in this project? Is there a plan to integrate immunization?
- How did the people react to the new processes and tools?
- How much did it cost to implement this project (just to upgrade MSD, not funds dedicated to other partners)?

Hiring

- What SCM personnel profiles does MSD Tanzania now seek?
 - What resources are used for recruiting?
 - What minimum or desired education standards are there for SCM positions?
 - What other factors are considered?
 - What job descriptions are used in these processes?

Stakeholders

- Who are your primary stakeholders in this MSD Tanzania project?
- What was the role of traditional partners? (MoH, WHO, UNICEF, USAID, etc.)?
- Discuss possible enabling factors to your stakeholder relationships.
- Discuss possible barriers to your stakeholder relationships.
- What are your obligations toward these stakeholders?
- What resources or other support do your stakeholders provide?

HR Strategies and Policies

- What HR strategies are in place?
- What HR policies are in place?
- Have any strategies or policies changed in the sustain phase? If yes, how so?
- How are the policies aligned to the strategy?
- Who sets HR budgets (salaries, training, safety equipment, etc.)?
 - How are budgets related to strategy and policies?

Workplace Performance and Incentives

- Describe how SCM performance is reviewed and measured in this project. How was objective setting and performance management introduced in this initiative?
- How are MSD Tanzania staff compensated? What factors influence compensation?
- Is there an established budget for training, workshops, conferences, certifications and other professional development activities?
 - Are there resources for finding development opportunities?
 - Are people compensated for time used for training and development?
 - Are people compensated for tuition, conference fees, and other development expenses?
- Is there a defined policy for bonuses/incentive pay? Are these tied to achieving growth goals?
- Are time and resources available for staff on-the-ground to take on positions in other organizations?
- Are there clear criteria for career advancement?



- Is there a mentorship program? Explain.

Recommendations

- What recommendations would you make to countries seeking to strengthen the role of SCM personnel in their health systems?
- What will enable SCM personnel in countries?
- What are the minimum requirements to implement such a project?
- What lessons could be learned from your experience in SCM in Tanzania?
- What do you think are the critical skills that a health SC manager must have?
- What do you think SC can bring to health systems?
- How can pharmacists be supported by SC managers?
- A number of topics have risen to the surface in other interviews that seem to have been addressed in this project. Discuss:
 - Partnerships/outourcing
 - Public and private cohesion
 - Africa as emerging market
 - Training facilities
 - Competency mapping
 - Data
 - Root cause analysis
 - Knowledge sharing
- Is there anything additional you'd like to add?

