

# SCM Professionalisation Framework

WORKSHOP PRESENTATION

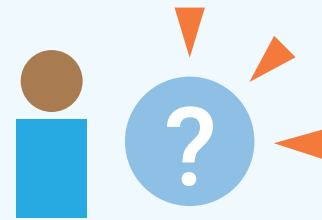


Promoting sustainable workforce excellence  
in health supply chain management



## Overview

Who we are



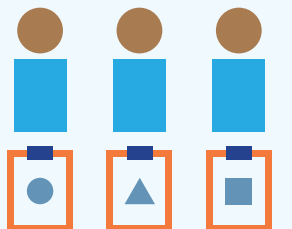
Why do we focus on HR for SCM



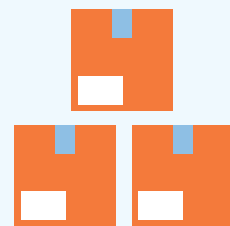
Meeting the needs of the future supply chain workforce



Understanding labour markets



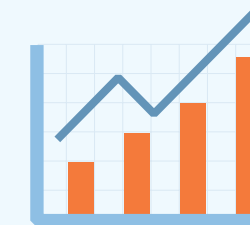
Supply and demand



SCM labor market analysis in Rwanda



How to catalyse and stimulate the SCM labor market?



Four components of the SCM professionalization framework

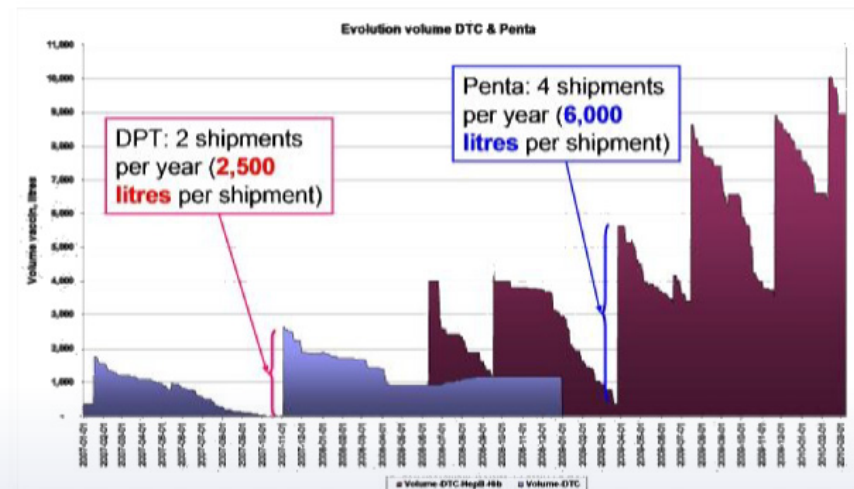


# Why do we focus on HR for SCM?



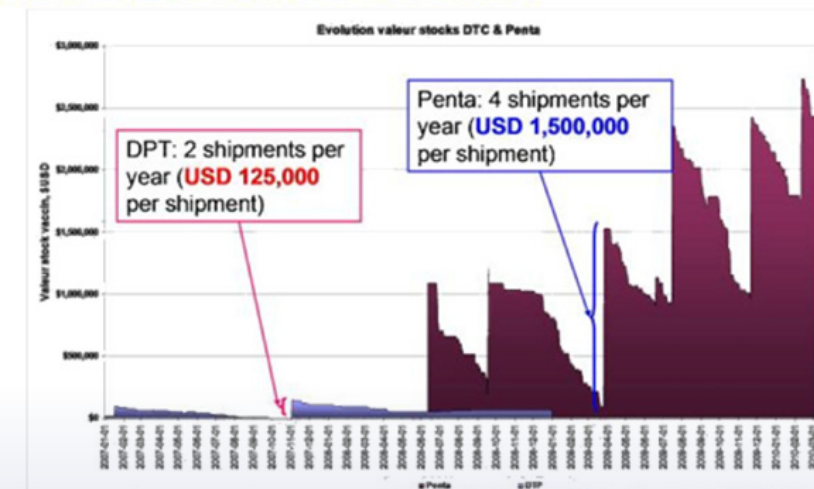
# Increasing pressure on health supply chains

## Increased workload...



New vaccine introduction resulted in a **5-fold increase of the workload** at central level!

## Increased values at stake!



New vaccine introduction resulted in a **24-fold increase of the value** of vaccines stored at central level!

24-fold increase in the value of new vaccines introduced into a country...

... resulted in a 5-fold increase in the workload for supply chain management

# Meeting the needs of the future supply chain workforce

## Requires systems thinking!

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

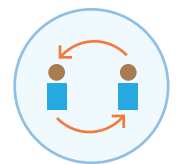
## Understanding SC labour markets



The educational and training institutions that output qualified workers



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



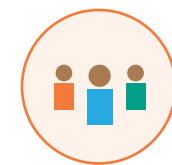
Dynamics that influence movements of SC workers between organizations and between sectors



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



## Across different sectors



Public



Commercial



Civil Society

# Lack of professional status and performance

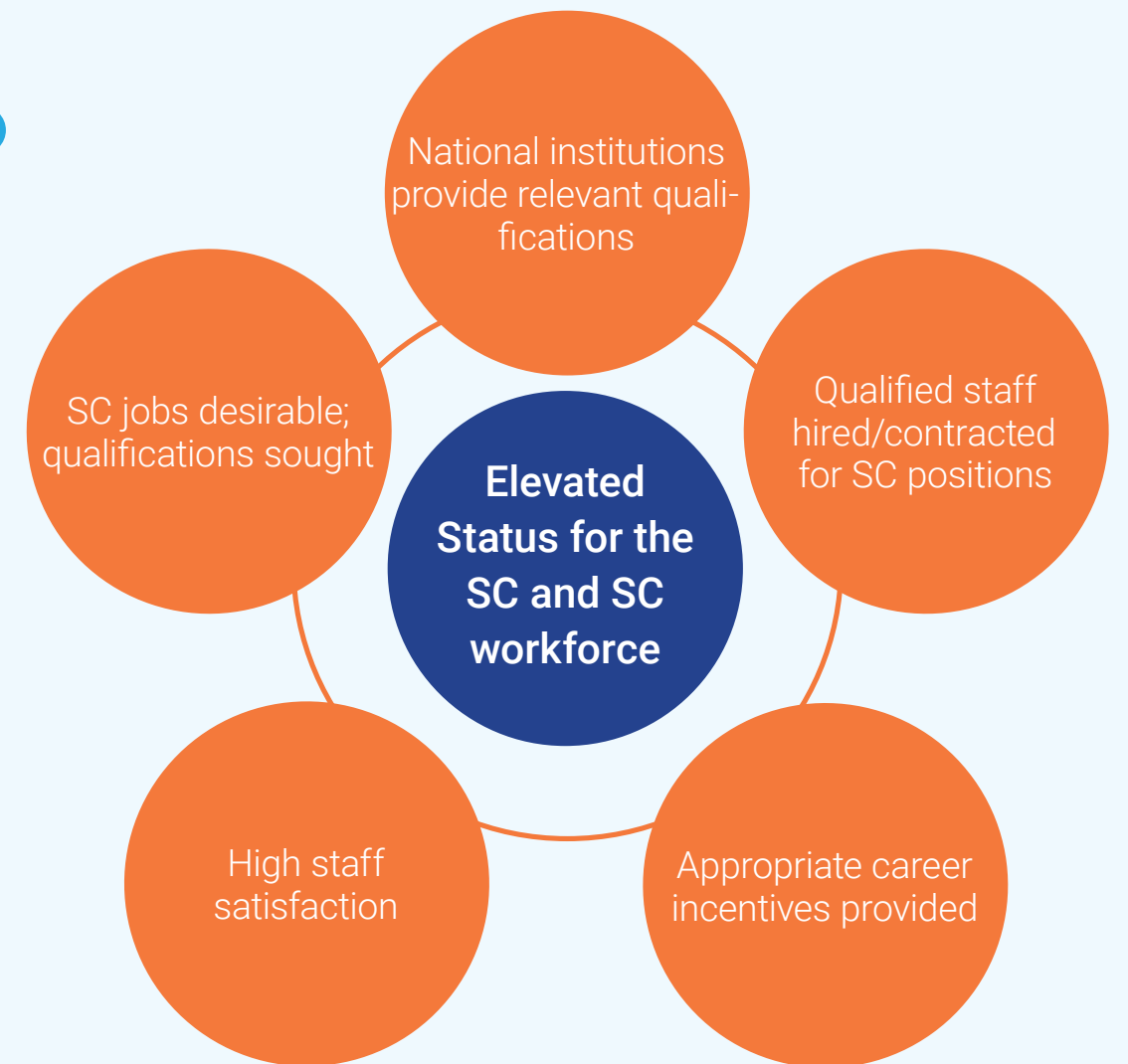
Health supply chains are a key enabler for increasing the availability of life-saving medicines and other health commodities.

The challenge is to ensure enough professionals have the competencies required for effective SCM of health products.

## Current paradigm



## Desired paradigm ✓



# Understanding labour markets

## Supply

of a competent SCM  
workforce: employees



## Demand

for a competent SCM  
workforce: employers

# The supply

## Competency areas and behaviours

Knowledge, skills and abilities needed for the job

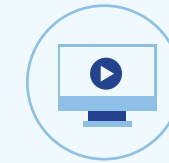


## Paths to professionalisation

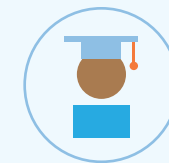
Professional development and academic accreditation



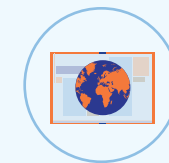
Professional accreditation



Short courses



Academic accreditation



Fill the knowledge gap



# SCM Competencies

People that deliver competency framework for health supply chain management



EXAMPLE:

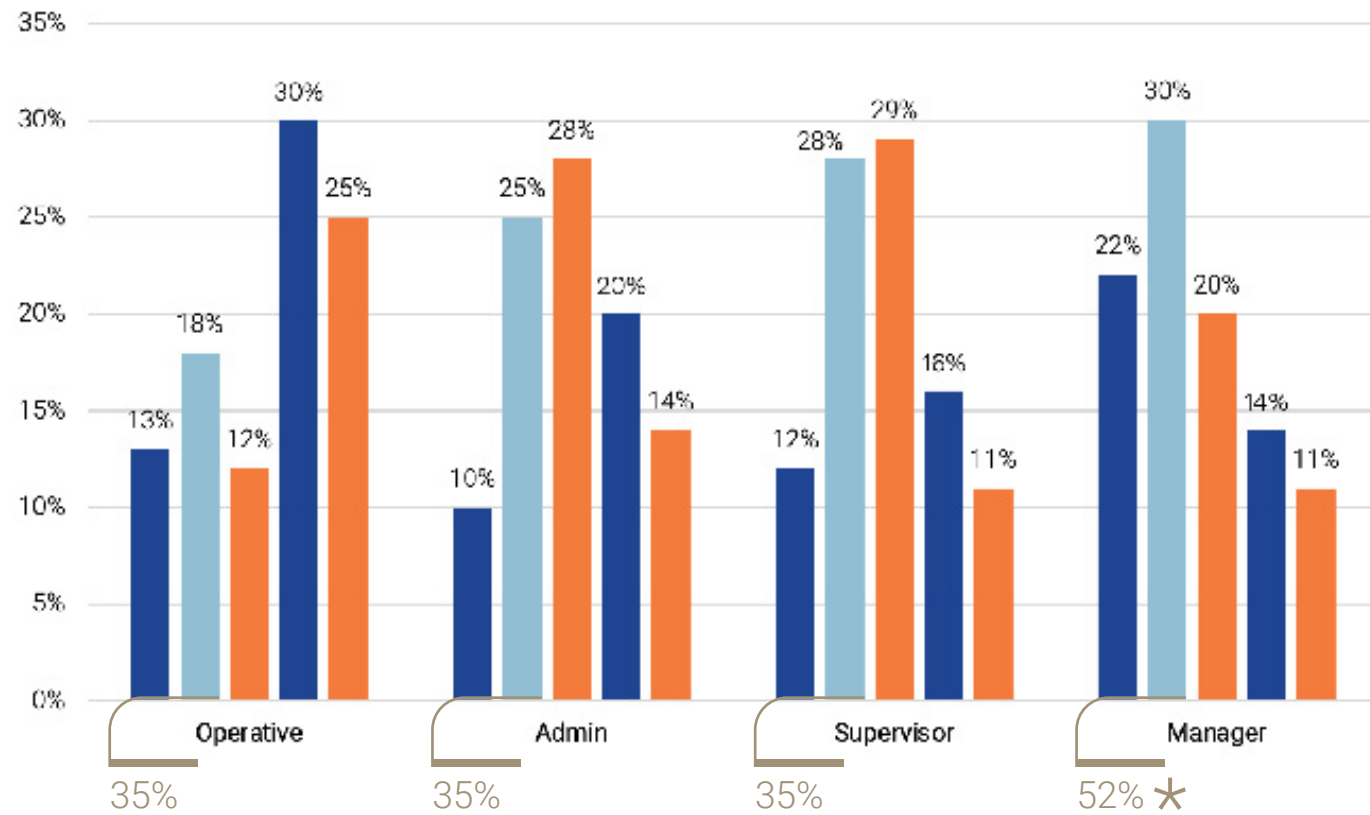
Competency	Behavioural competencies
<b>1.1</b> Select the appropriate product	<p>Describe the broad concepts of National Medication Policy, Essentials Medicine Lists, Essential Equipment Lists, Standard Treatment Guides and “Dangerous Drug” (DDA) or narcotics Policy</p> <p>Use the processes required to add and subtract items from the Essential Medicines List and the Essential Equipment List</p> <p>Follow the process required to alter standard treatment guidelines, dangerous drug policy and national medication policy</p> <p>Confirm the type of supplies and services that are required</p>

# The demand

## Availability of qualified staff: geographical split

### Emerging regions

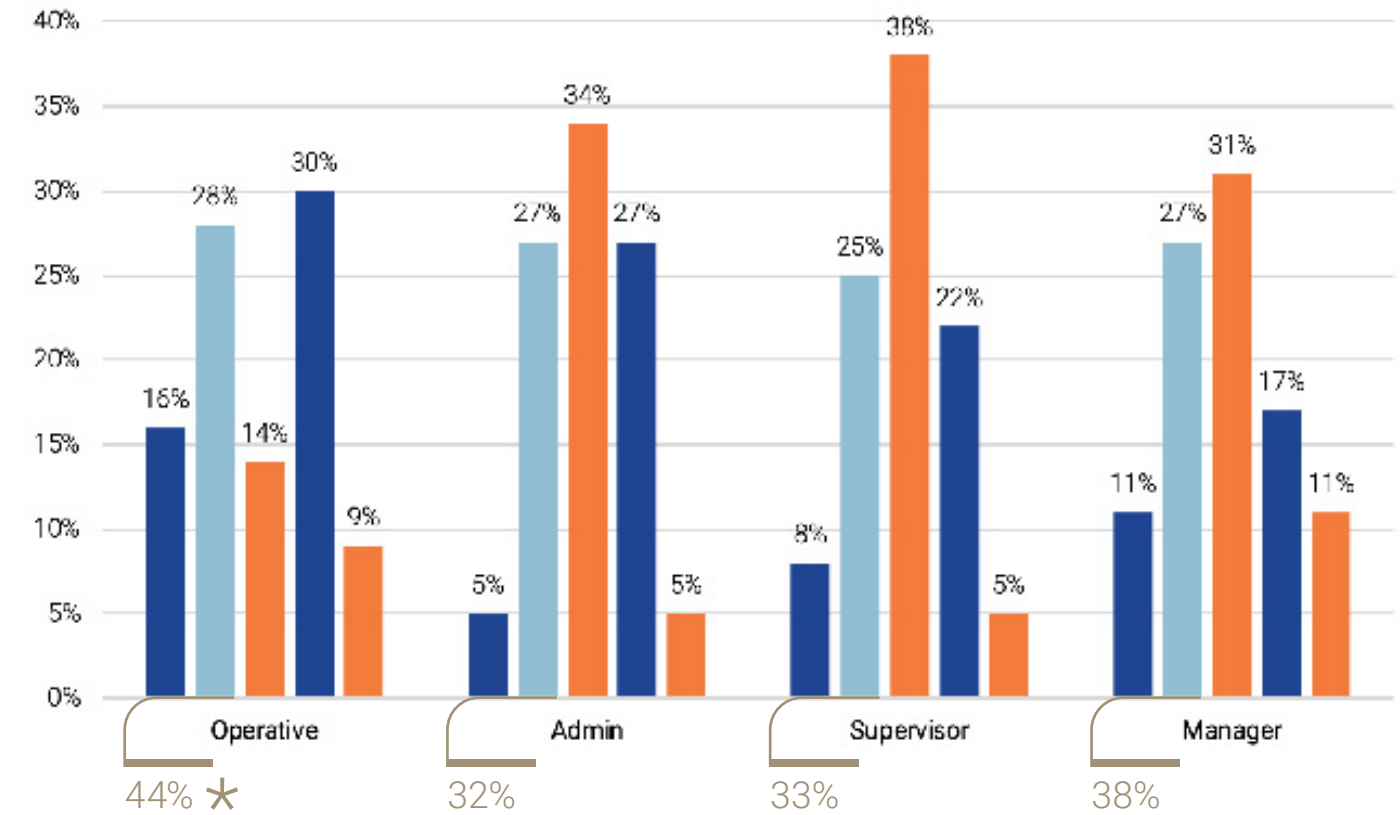
Please indicate the availability of employee groups by country for the following four employees group of your country



\* In emerging markets, main shortage is at the managerial level

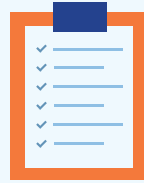
### Developed regions

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

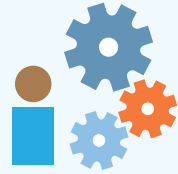


\* In developed countries, main shortage is at the operative level

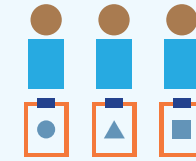
# Benefits of professionalisation?



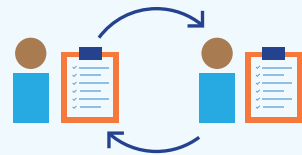
**Defined standard of competence for a set of tasks within the supply chain**



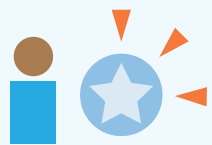
**Improved supply chain management outcome**



**Creation of a pool of correctly skilled workforce in private & public**



**Scalable method of creating continuous flow of correctly skilled individuals**



**Create a sense of identity & prestige**



**Exponential improvement in supply chain management practices deployed in country**

# SCM Professionalisation framework can be used by:

**Governments to define standards**

**Employers to define competency needs**

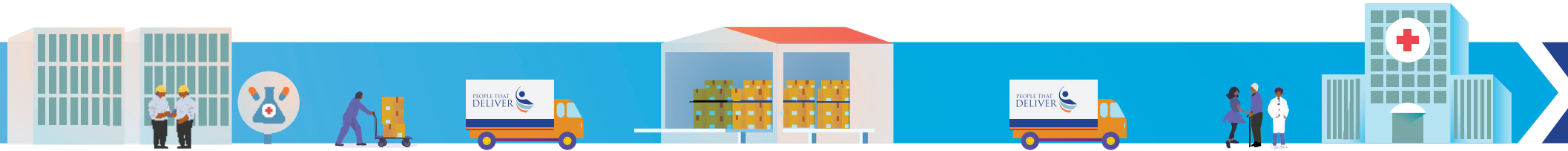
**Institutions of learning to define teaching**

**Employees to map careers**



# How to catalyse & stimulate the SCM labour market?

Supply



Demand

**Mapping of  
education for  
health supply  
chains**

**Library of  
competencies  
and designations  
for health supply  
chains**

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

**Implementation  
approach for health  
supply chains**

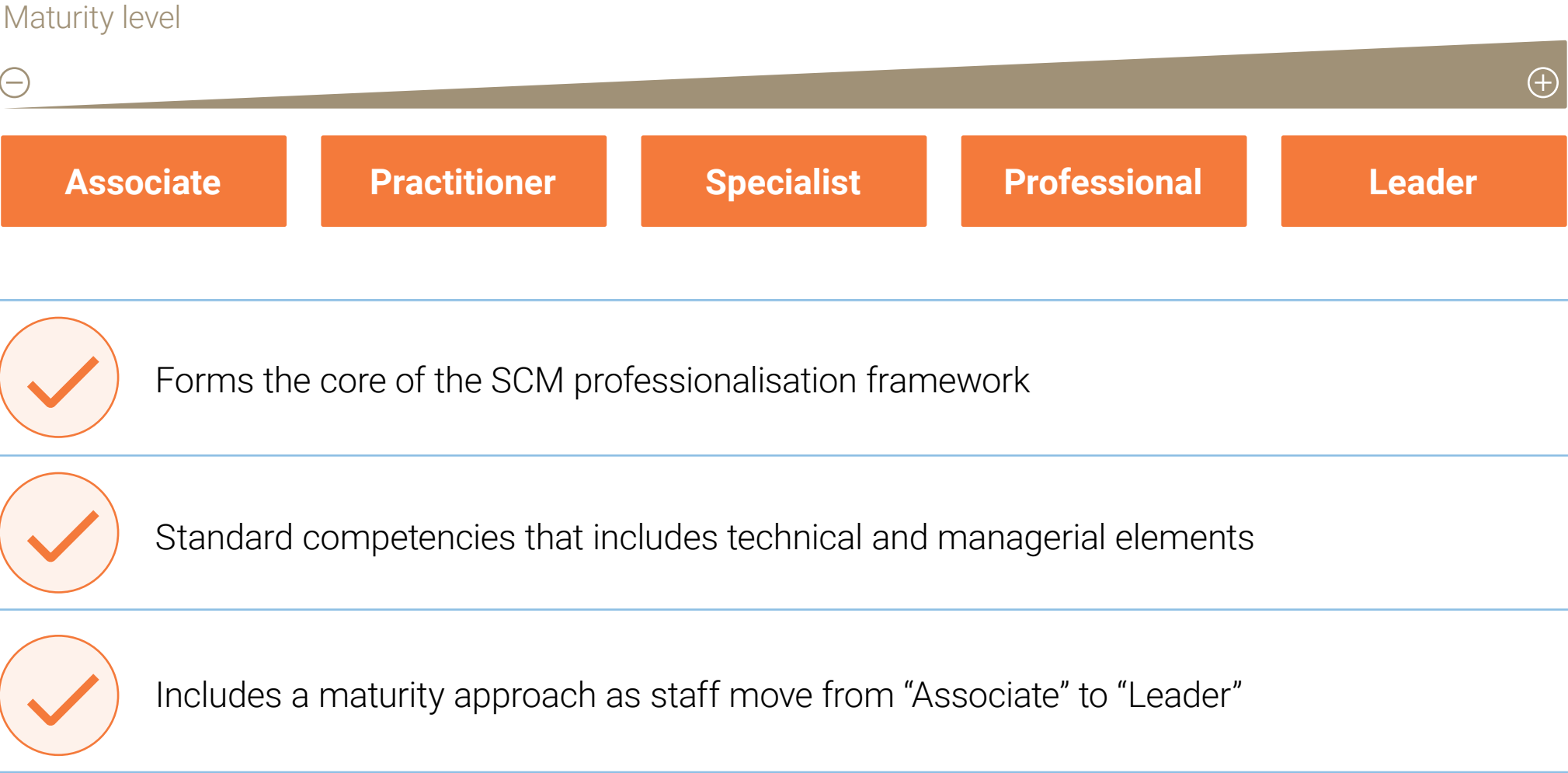
# Mapping of education for health supply chains

## Mapping of education for health supply chains

Associate	Practitioner	Specialist	Professional	Leader
e.g. Skills Programs	e.g. Diploma, Skills Programs	e.g. Bachelors Degree, APICS CLTD	e.g. Masters, High Degree, APICS CSCP	e.g. Masters, PhD, APICS CSCP
<div><div></div><div>Academic and professional education pathways that align with the suggested job roles and job descriptions</div></div>				
<div><div></div><div>Job roles are aligned with a career path for SCM professionals that can be adopted by professional associations and/or professional councils</div></div>				
<div><div></div><div>Shows clear education and career pathways for SCM professionals across the competency framework</div></div>				
<div><div></div><div>Moving between “Plan” through “Return” and from “Associate” to “Leader”</div></div>				

# Mapping of education for health supply chains

## Library of competencies and designations for health supply chains



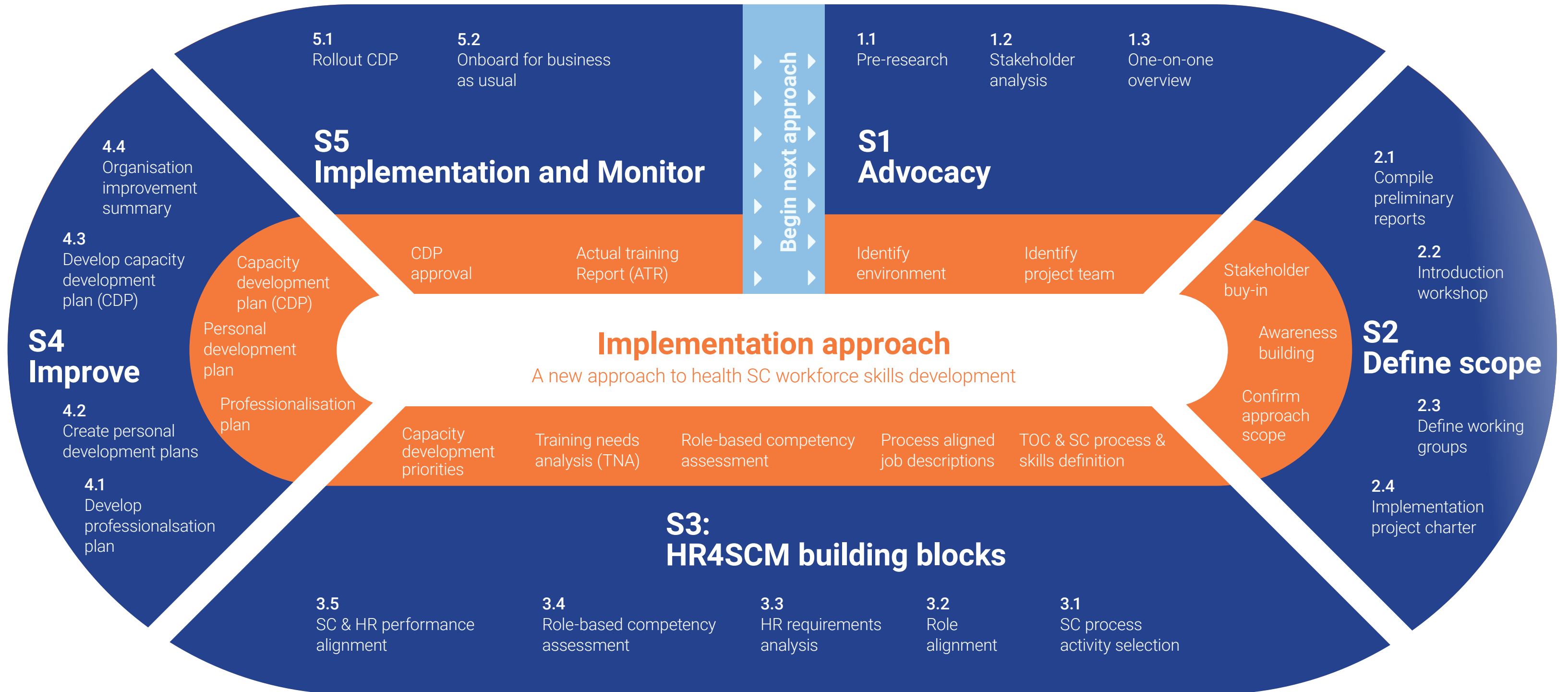
# Mapping of education for health supply chains

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

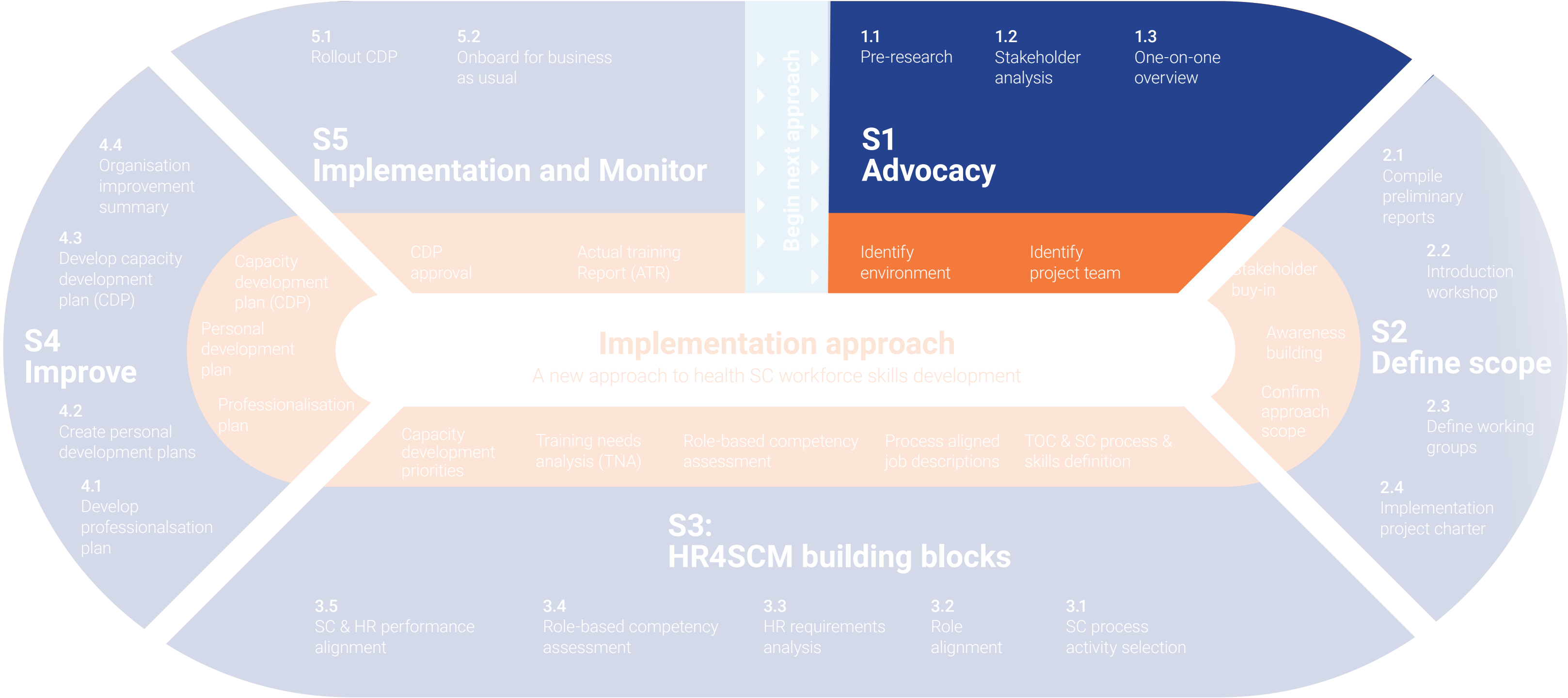
Associate	Practitioner	Specialist	Professional	Leader
E.g. Clerk – Receiving	E.g. Officer – Receiving	E.g. Manager - Logistics Planning	E.g. Lead - Procurement	E.g. Director – Public Health Supply Chain
<div><div></div><div>Range of SC roles with associated job descriptions that spans the width of SCM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



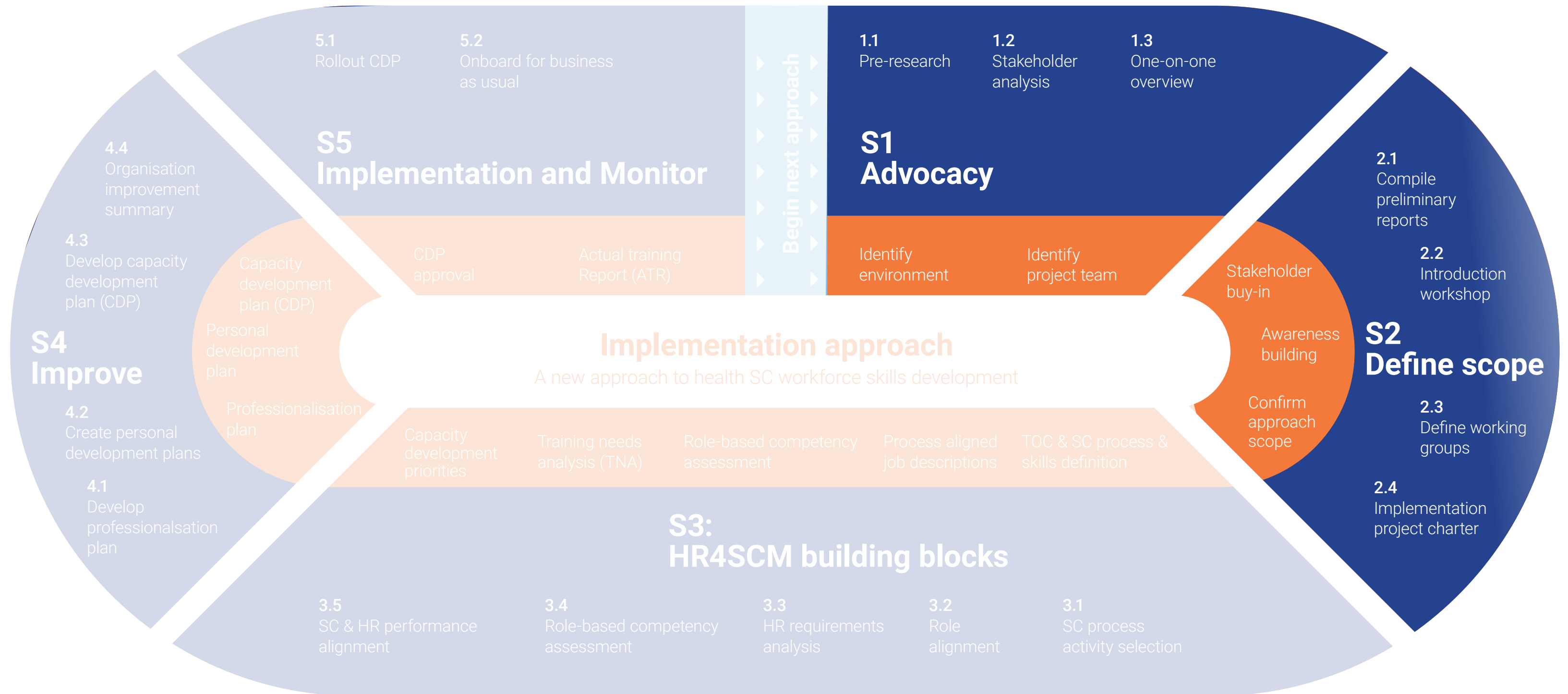
# Implementation approach for health supply chains



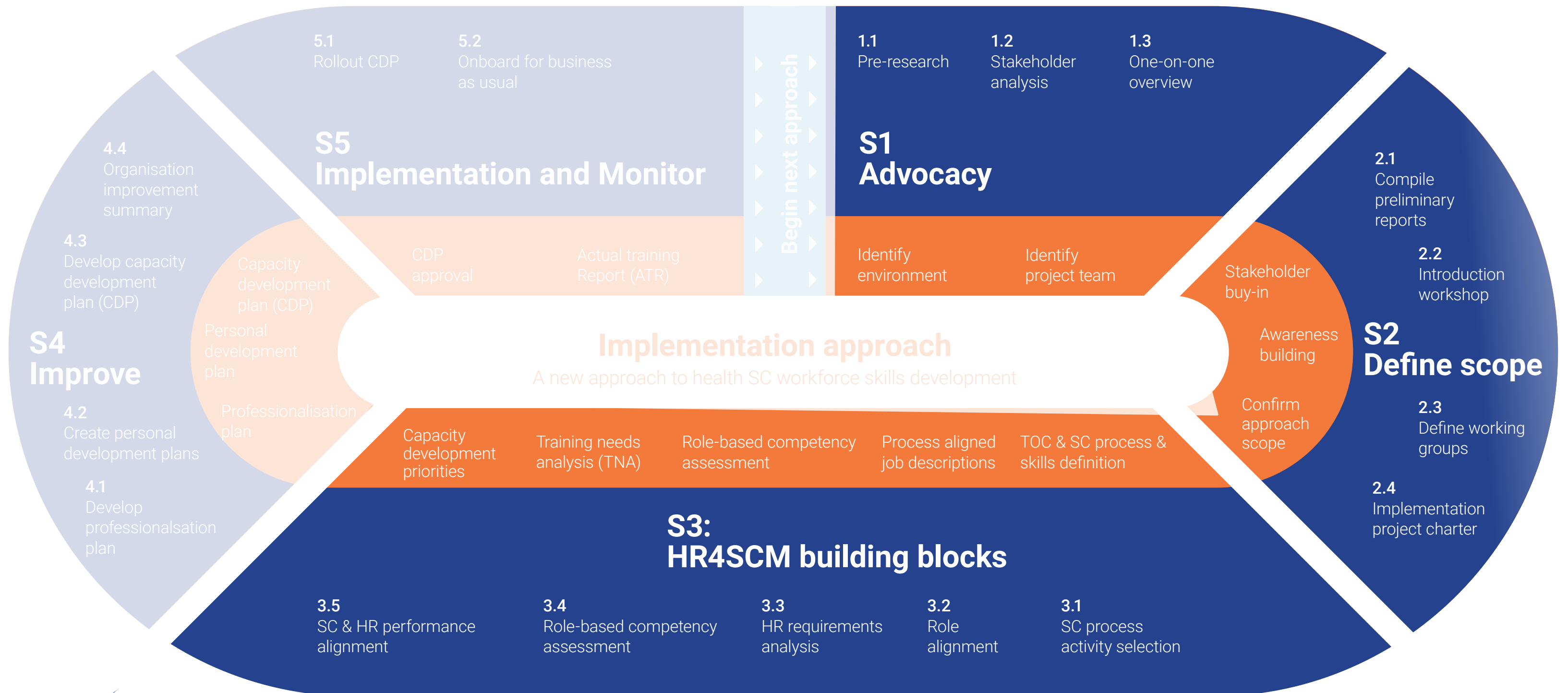
# Implementation approach for health supply chains



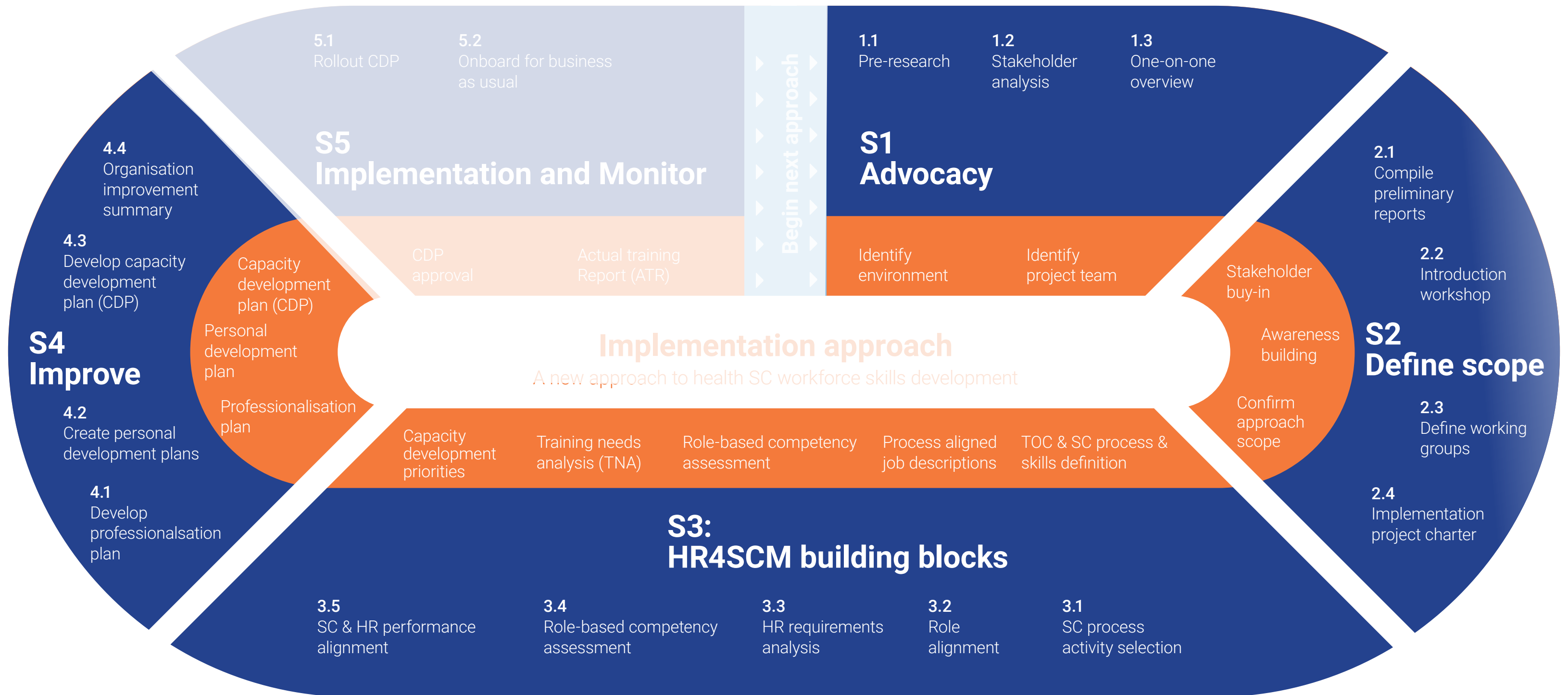
# Implementation approach for health supply chains



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# Implementation approach for health supply chains

