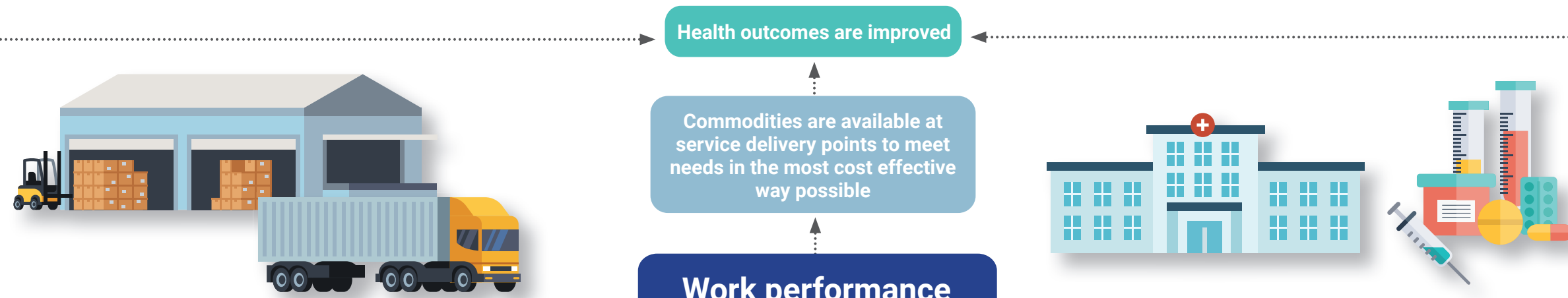




Building Human Resources for Supply Chain Management: A Theory of Change



Health outcomes are improved

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

Work performance is optimized

Staffing

All critical SC positions and/or competencies filled

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

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

- The precise qualifications for SC positions are accurately described
- Public sector recruitment and hiring policies permit hiring staff with adequate SC experience
- General recruitment and hiring policy exists
- Equal employment opportunity (EEO) policies cover recruitment practice

Skills

Workers apply their skills as appropriate at every level of the supply chain

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

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

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

Working Conditions

Working conditions support performance

- Favorable social and emotional environment
- Physical environment is safe, clean and conducive to performance
- SC workers have up to date and relevant tools and equipment to perform

- A problem-solving, solution-focused culture exists
- Organization culture supports positive social and emotional environment
- Supervisors are competent to implement EEO and anti-harassment policies
- Supervisors have the skills to establish safe and clean physical work environment
- Resources necessary for safe, clean physical environment are available
- The necessary tools and equipment are identified and made available

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

The characteristics of a safe and conducive physical environment are known

Motivation

SC workers motivated to do their jobs

- Good performance is supported within the system
- SC workers understand and care about their role in the healthcare system
- SC workers have a sense of ownership of their role

- Poor performance is corrected
- Good performance is recognized and rewarded
- Good performance leads to career advancement
- There is an understanding of how SC affects health outcomes
- Workers have authority to make and implement decisions

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

Supervisors provide supportive supervision and performance management to their staff

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

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