Building Human Resources Capacity
A Review of the People that Deliver Initiative (PtD) Competency Compendium for Health Supply Chain Management

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### High Level Principles

<table>
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<th>Develop</th>
<th>Provide</th>
<th>Include</th>
<th>Categorize</th>
<th>Reflect</th>
<th>Restructure</th>
<th>Update</th>
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<tbody>
<tr>
<td>Develop a Competency Compendium tailored to include specific processes and terminology relevant to the PHSC sector</td>
<td>Provide greater focus on PHSC country context, perspectives and conditions</td>
<td>Include regulatory aspects such as compliance, monitoring and supervision where relevant to SC activities</td>
<td>Categorize competency levels within the supply chain through the application of a maturity model</td>
<td>Reflect current and future developments within SCM</td>
<td>Restructure, simplify and make the compendium easier to navigate</td>
<td>Update terms and descriptions to reflect current terminology within the SC</td>
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Current Use

Development of SC job descriptions
Training needs analysis
Pre-service education programmes
In service training plans
Supportive supervision

Performance management systems
Curriculum design for SCM master’s degree
Training course design
Develop of leadership programmes
Pre-training assessment of health practitioners

Self-assessment tools, including online
Development of leadership and management competencies
Cataloguing SCM education and training courses
Development of SC strategy
The compendium has had extensive use within the public health supply chain (PHSC) sector for four years and is globally embedded in several SC methodologies and approaches.
Upcoming Trends
New Focus Areas

PHSC Trends/Focus Areas

- Contract Management
- Data Analytics
- Warehouse Technology
- Unmanned Aerial Vehicles
- SC Technologies
- Local Manufacturing
- Product Planning and Life Cycle Management
- SC Optimization
- Risk Management
- SC Modelling/Network Design
- Strategic Procurement
- Warehouse Technology
- Local Manufacturing
- Product Planning and Life Cycle Management
- SC Optimization
Data Analytics
Skills required of SCPs

- Data Mining
- Building Mathematics Models
- Presentation/Visualisation
- Forecasting/Prediction
- Partnering with Operational Managers
Domains are the high-level groups or clusters of competency areas

Six domains

- Selection and quantification
- Procurement
- Storage and distribution
- Use
- Resource management
- Professional and personal

These domains will be reviewed in the next phase of the project to reflect latest developments and incorporate additional competency areas.
Competency areas describes the overarching skills that an individual is expected to display in a specific area.

Currently 36 competency areas are used.

All existing competency areas will be reviewed and amended as necessary.
Additional Competency Areas

- Leading and Managing People
- SC Technologies
- Compliance
- Monitoring and Supervision
- Monitoring and Evaluation
- Strategic Procurement
- Contract Management
- SC Optimization

- SC Modelling and Network Design
- Unmanned Aerial Vehicles
- Product Planning and Life Cycle Management
- Data Analytics
- Gender Inequality and Discrimination
- Workforce Development

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Redefined Competency Areas

- Risk Management
- Local Manufacturing
- Reverse Logistics
- Quality Assurance
- Supplier Relationship and Performance Management
Maturity Model Levels and Indicators

**Entry**
Have a basic awareness or understanding of the activity and is limited to administrative or supporting activity.

**Foundational**
Have a general understanding of the activity and demonstrates that an individual can understand key issues and their implications. Demonstrates behaviours and outcomes at the minimal level for the professional area.

**Intermediate**
Have a broad understanding of the activity and displays competencies which are further developed and requires the demonstration of enhanced skills and behaviours.

**Advanced**
Have an in-depth understanding of the activity and can define requirements and output. This level requires the demonstration of skills and behaviours which are more developed and strategic.

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Selection and Quantification “Select the Appropriate Commodity Maturity”

Entry
Not required to have detailed and specific commodity knowledge. May have basic, limited operational knowledge of some specific commodities.

Foundational
Understands the specific nature of the commodity and able to describe the broad concepts of the related policies. Carries out relevant research to add and/or subtract items from the Essential Medicines List and Essential Equipment List. Adjusts strategy to relevant market conditions.

Intermediate
Knowledgeable of the specific aspects of a range of commodities and/or equipment. Follows the processes required to alter standard treatment guidelines, dangerous drug policy and national medication policy. Confirm the type of medicines and equipment required.

Advanced
In depth knowledge in a range of commodities and equipment and is recognised internally or externally as a source of expertise.
User Friendly Documentation

Develop a tutorial, webinars and manual to support understanding and use of the compendium particularly in the context of SCM processes and systems.

Provide greater focus on how to use the compendium to support HR processes and workforce development.
Next Steps

1. Develop definitions and indicators for each competency area and maturity level

2. Obtain participant inputs during the in-country consultations to identify the critical supply chain skills and abilities needed and generate sample work behaviours

3. Develop specific language and terminology linked to PHSC processes while validating the behavioural indicators at country level

4. Present draft compendium in March 2019

5. Subject to widespread consultation over a 3-month period from April to June 2019
From the list of competency areas provided which would you prioritise?
Would a maturity model be of use in your organization?

How many levels would you find useful 3 or 4?
Would you like to be involved in the process?

Can your organization facilitate workplace observations and field visits?

Are you involved in a project where the amended compendium can be tested and validated?

Please contact Dominique Zwinkels at PtD if you’d like to be involved.