Human Resource Capacity Development in Public Health Supply Chain Management

Assessment Tool and Templates

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People That Deliver (PtD) Initiative on Professionalizing Supply Chain Management

Organizational members of PtD initiative for Professionalization of Public Health Supply Chain Management who have participated in the development of this tool include Bioforce, CapacityPlus, Clinton Health Access Initiative, Project Optimize, the U.S. Agency for International Development, the Partnership for Supply Chain Management Systems, the USAID | DELIVER PROJECT, and the World Health Organization.

Abstract

The assessment tool and templates in this document should be used in conjunction with the *Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool* to gather data on human resource opportunities and challenges associated with supply chain management (SCM). Data collected through this assessment are expected to strengthen supply chain personnel capacity by informing host country efforts to build applicable human resource systems and to advocate for professionalizing supply chain management.

You can obtain a copy of the guide by downloading it from the USAID | DELIVER PROJECT or by contacting askdeliver@jsi.com.

Cover photo: Community Health Officer managing medicines in the store room of Masongbo health center, Bombali District, Sierra Leone, 2012. Paula Nersesian, JSI.

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Acknowledgments

Introduction

To respond to widespread and systemic weakness within health systems, a broad group of governments and organizations developed a joint initiative, People That Deliver (PtD), which strengthens supply chain personnel capacity, while promoting the professionalization of the initiative's role within the health system. This global initiative, in association with the USAID | DELIVER PROJECT, developed the *Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool* to gather data on human resource (HR) opportunities and challenges associated with supply chain management (SCM).

Data collected through the assessment are expected to strengthen supply chain personnel capacity by informing host country efforts to build applicable human resource systems and to advocate for professionalizing supply chain management. By strengthening the capacity of public health supply chain personnel, both supply chains and, ultimately, health systems, will operate more effectively; thus ensuring improved access to health supplies, which will save the lives of health system clients.

The approach presented in the guide is a structured, rating-based methodology for a rapid, comprehensive assessment of the capacity of the human resource support system for a country's supply chain. Data are gathered from a document review, focus group discussions, and in-country stakeholder interviews that identify the strengths, areas for improvement, opportunities, and challenges for a wide range of human resource inputs and components. The findings are transformed into specific recommendations and strategies for action, based on an understanding of country priorities and programming gaps.

The tool and templates included here are meant to be downloaded and altered as needed for the specific context of each user.

Supply Chain Profile and HR Capacity Development in Public Health Supply Chain Diagnostic Tool

Human Resource Capacity Development for PHSCM Assessment Tool has four components. Each component is designed to gather specific data and together this data is used to determine the development of each HRH building block.

These four components are:

- **Component 1 – Reference Document Review.** Reviews relevant reference materials and documents to develop an understanding of the supply chain and human resource capacity development and management environment.

- **Component 2 – Public Health Supply Chain Profile.** Creates a profile and organogram of the assessed supply chain environment and processes.

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- **Component 3 – Diagnostic Dashboard.** Evaluates the level of development of each HRH building block.

- **Component 4 – Supplemental Survey.** Provides detail and context, as needed, to supplement the *Diagnostic Dashboard*. Part or all of this survey is optional.

These components are designed to ensure that data are collected in a consistent manner to enhance the accuracy, validity, and reliability findings.

"How-to" instructions describing the process for using each component to collect data are detailed in section 2 of the *Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool*, available as a PDF at www.deliver.jsi.com.

A companion to the PDF guide and tool, this Microsoft Word document includes versions of the tool and templates from Components 2-4 that can be adapted to the local context.

Tool Component 2 – Public Health Supply Chain Profile

Public Health Supply Chain Profile

Name: _____

Organization and Title: _____

Your assistance is needed for an ongoing assessment of the human resource capacity of the public health supply chain. The goal of this assessment is to—

- document the capacity of a country's public health supply chain human resource management

- identify where and how to improve supply chain performance through the effective human resource management of supply chain personnel

- document professionalization efforts of personnel working across a country's public health supply chains.

To assess the human resource capacity of supply chain personnel, it is essential to have an accurate description of the supply chain. Your responses to the following questions will be used to create a description, or profile, of the supply chain where you work.

Please complete one *Public Health Supply Chain Profile* for each supply chain.

As you complete this survey, please include colleagues and/or use the available reference materials (e.g., polices, standard operating procedures). At any point, you can contact the assessment team with questions or concerns.

Step 1 – Background Information

1. **Select the sector and program areas supported by the supply chain(s) included in this assessment: (Check all that apply.)**

   ❑ Public ❑ Private

   ❑ Emerging pandemic threats ❑ Essential drugs ❑ HIV/AIDS ❑ Immunizations

   ❑ Integrated primary care ❑ Malaria ❑ Reproductive health ❑ TB/ infectious diseases

   ❑ Other (please list): _____

2. **Select the product categories managed by the supply chain system(s) included in this profile: (Check all that apply.)**

   ❑ Antiretrovirals ❑ Contraceptives

   ❑ Infection control supplies ❑ Lab supplies

   ❑ Non-medicinal essential supplies (e.g., gauze, gloves) ❑ Other diagnostic supplies

   ❑ Sexually transmitted infection medicines ❑ Tuberculosis medicine

   ❑ RH supplies ❑ Vaccines

   ❑ Essential medicines ❑ Malaria (ITNs)

3. **Type of program/structure: (Check all that apply.)**

   ❑ Parallel supply chain ❑ Integrated supply chain

   ❑ Faith-based organization ❑ Government

   ❑ Social marketing ❑ Parastatal

   ❑ National insurance/social security ❑ Nongovernmental organization

   ❑ Private

   ❑ Other:

   _____

4. **Select the human resource for health building block(s) that will be included in the assessment of this program/supply chain: (Check all that apply.)**

   ❑ Powerful constituencies ❑ Policies and plans

   ❑ Workforce performance management ❑ Professionalization

   ❑ Workforce development

5. **Select the levels of the supply chain to be included in this assessment: (Check all that apply.)**
   - ❑ Port of entry   ❑ Central
   - ❑ Regional   ❑ District
   - ❑ Service point delivery
   - ❑ Other:

   _____

List names of organizations/departments/facilities that may be visited (by level):

Port of entry	Central	Regional	District	Service delivery point	Other (please specify):

Step 2 – Supply Chain Metrics

6. **Please note any performance metrics currently used to evaluate the functionality of the supply chain:**

Supply Chain Performance Metric	Data Point	
	Last Year Metric Value	**Current Year Metric Value**

Step 3 – Supply Chain Human Resource Metrics

7. If possible, collect metrics on the following human resource indicators:

Supply Chain Human Resource Performance Metric	Definition	Data	
		Last Year Metric Value	**Current Year Metric Value**
Example: *Ratio of different health personnel per 1,000*	• *Ratio of SC health workers per 1,000 people* • *Total number of pharmacists* • *Total number of pharmacy technicians*		
Example: *Ratio of health care worker by geographic distribution*	*Ratio of noted above SC health personnel by geographic area*		
Example: *Attrition rates*	*Number of staff working in supply chain management leaving a position during an identified time period*		

Step 4 – Organizational Charts

8. Attach a copy of *all applicable organizational charts* that describe the personnel structure for the supply chain(s) being profiled.

If one does not exist, diagram the personnel structure for the supply chain being profiled, including all personnel and any outsourced entities that have supply chain responsibilities. Supply chain responsibilities to include in the organizational chart are, but are not limited to—

Supply Chain Management Functions:

- LMIS management and data analysis
- Product selection and quantification
- Procurement and customs clearing
- Quality assurance

Supply Chain Human Resource Functions:

- Workforce planning and recruiting
- Performance management and evaluation
- Supervision
- Training development and delivery

- Warehousing
- Transportation/distribution
- Storage and inventory management
- Monitoring and evaluation
- Stock management and ordering
- Supply planning
- Other, as identified.

- Personnel budgeting
- HR policy and procedure management
- Other, as identified.

Please show relationships between the various levels within the supply chain (e.g., central, regional, district, service delivery point, etc.).

Please include:

- individuals who may not have formally documented supply chain responsibilities
- government and outsourced entities
- donors
- implementing partners

9. **For each department with supply chain responsibilities included in the organizational chart, please note:**

	Supply Chain Function	Department/Unit Responsible for Supply Chain Function	Responsibilities Shared With Whom?	Comments
A	Supply chain strategic planning and budget management			
B	Managing and using the LMIS			
C	Product selection			
D	Quantification			
E	Supply planning			
F	Procurement			
G	Quality assurance			
H	Warehousing			
I	Transportation/distribution			
J	Storage/inventory management			
K	Routine monitoring and periodic evaluation			

	Supply Chain Function	Department/Unit Responsible for Supply Chain Function	Responsibilities Shared With Whom?	Comments
L	Staffing of supply chain positions			
M	Supervision of and supply chain staff development			
N	Other supply chain management activities (please describe):			

* If you need additional space, please continue on another page.

10. **On the organizational chart, list all position types or cadres involved in the supply chain—**from service delivery point to national program levels that are associated with each department or unit on the organizational chart. Supply chain personnel to include in the organizational chart include, but are not limited to—

Supply Chain Functions:
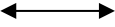
- LMIS data analyst
- quantification analyst
- procurement agent
- customs agent
- warehouse manager
- storekeeper
- picker/packer
- transportation/distribution manager
- driver
- monitoring and evaluation analyst
- other, as identified.

Supply Chain Human Resource Functions:

- recruiting specialist
- performance management specialist
- training coordinator
- budget analyst
- HR advisor
- other, as identified.

On the organizational chart, please use the following key—

D = To show roles or people with decision-making authority for each supply chain management function

$	=	To show roles or people with budgetary authority
← →	=	To show where responsibilities are shared between departments
★	=	To show national/central-level position(s) dedicated to supply chain

Step 5 – Key Stakeholders and/or Champions

11. **Supply Chain Advocates:** List key stakeholders, including staff members of government units (e.g., Ministry of Health, Ministry of Finance), donor agencies, and other cooperating agencies who advocate for supply chain. Comment on their responsibilities and support (e.g., financial, staff, physical resources) for supply chain activities.

Key Supply Chain Stakeholder/ Title	Advocacy for Supply Chain Actions Taken
Example: - *Minister of Health*	- *Member of supply chain management working group* - *Fully funded commodity budget line item* - *Funded the construction of two new regional warehouses*

* If you need additional space, please continue on another page.

12. **Supply Chain Human Resource Advocates:** List key stakeholders in public health supply chains, including staff members of government units (e.g., Ministry of Health, Ministry of Finance), donor agencies, and other cooperating agencies who advocate for building the human resource capacity of the supply chain. Comment on their responsibilities and support (e.g., financial, staff, physical resources) for supply chain activities.

Key Supply Chain Stakeholder/ Title	Advocacy for Supply Chain Actions Taken
Example: - *Supply Chain Unit Director*	- *Approved supportive supervision training for all manager-level supply chain employees* - *Approved hiring of three warehouse managers*

* If you need additional space, please continue on another page.

Tool Component 3 – HRH Building Blocks Diagnostic Dashboard

Diagnostic Dashboard HRH Building Block 1 – Powerful Constituencies

Dimensions in this *Dashboard* are designed to assess the development of *Powerful Constituencies* who advocate for supply chain management and personnel.

In 2000, the World Health Organization (WHO) introduced the concept of health sector stewardship and defined it as "the careful and responsible management of the well-being of the population." Stewards make up powerful constituencies and they are essential to the transparent and equitable allocation of health system resources within supply chains. Through good governance and advocacy, powerful constituencies "ensure strategic policy frameworks exist and are combined with effective oversight, coalition building, regulation, attention to system-design and accountability." (WHO 2007) They are important because they ensure that supply chains operate effectively and efficiently. This HRH building block identifies constituencies and examines their leadership and advocacy on behalf of supply chain management.

> **HRH Building Block Dimensions for *Powerful Constituencies***
> 1. Supply Chain as a MOH priority
> 2. Supply Chain Personnel As Involved Participants
> 3. Commodity Security Stakeholder Group
> 4. Relationship between Improved Supply Chain Human Resources and Access to Commodities
> 5. Supply Chain Human Resources Champion

When gathering data, begin at the ministerial levels, if possible. Also include donors, like USAID, who will also know the extent to which country leadership is engaged in supply chain human resource. Where there are donor-funded projects dealing specifically with supply chain human resource management, project directors should also be interviewed.

Step 1 – Note All Key Informants

1. **Using *the Persons Interviewed Template*, list the name and title of the interviewees and/or individuals included in the focus group for this building block. Key informants may include—**
   - MOH managers
   - supply chain managers and personnel

- nongovernmental public health advocates

- donors

- implementing partners

- members and/or staff of local chapters of public health professional associations/councils (e.g., pharmacy association, International Association of Public Health Logisticians (IAPHL) chapters, nursing association)

- private-sector partners within the public health supply chain.

Step 2 – Identify the Development Stage for Powerful Constituencies

2. **Double-click on this link: http://deliver.jsi.com/dlvr_content/resources/allpubs/guidelines/HRCD_SCM_Assess.xlsx to open the Excel-based *Diagnostic Dashboard*. Open the worksheet labeled *Powerful Constituencies* where you will find a series of related dimensions.**

   Ask informants to determine the development stage of each *Powerful Constituencies* dimension. Use the drop-down menu in the Score column to select the appropriate development stage (e.g., 0, 1, 2, 3, or 4).

   For each decision, note why the development stage was selected. Also note any points of disagreement.

   After all the dimensions are rated, a graph on the *Dashboard* worksheet will be automatically created which represents the scores by dimension. Do not attempt to reconstruct or change the graphs on the *Dashboard* worksheet

Step 3 – Provide Additional Data

Answer the following questions:

3. **As relevant, review the list of stakeholders identified in the *Public Health Supply Chain Profile* analysis with the interviewee or focus group. Validate and update as needed and then note below the key decision-makers for the supply chain human resource policy.**

Supply Chain Human Resource Decision-maker (name/title)	Organization	Types of Decisions Made or Expected to Make
Example: *Minister of Health*	*Ministry of Health*	*Allocates annual budget to capacity building activities for central supply chain managers*

4. **Describe any innovative policies and/or activities (either past, present, or planned) related to Powerful Constituencies that have strengthened/will strengthen human resource capacity in supply chain management. For example, data collection using cell phones, mentoring programs, supportive supervision, other technology incentives, outsourcing, etc.**

Step 4 – Provide a Summary of *Powerful Constituencies*:

What is working well within *Powerful Constituencies*?	What are challenges within the *Powerful Constituencies*?

How could these challenges be addressed and/or improved?

Diagnostic Dashboard HRH Building Block 2 – Policies and Plans

Dimensions in this Dashboard are designed to assess the development of *Policies and Plans* used to manage supply chain personnel.

Human resource policies provide a framework for how employees are expected to behave in the workplace. Policies are written statements which describe an organization's standards and objectives and establish rules, or standard operating procedures, on how employees must complete their jobs and interact with each other. Effective policies are clearly documented, easily accessible, and consistently implemented. Human resource polices and planning provides a "system of human resource practices for a particular job or collection of jobs aimed at [facilitating] the best employee performance possible to meet [an organization's] ultimate goals". Within a human resource plan is a workforce plan. A workforce plan identifies current and future human resources needs required by a supply chain to meet performance expectations; it aligns with the organizational design and supports business requirements as identified by standard operating procedures. It is a human resource and business tool used to ensure that an organization the right number of personnel in the right positions at the right times with the right skills. This and other human resource data are managed using a Human Resource Information System (HRIS).

> **HRH Building Block Dimensions for *Policies and Plans***
>
> 1. Human Resource Strategic Plan for Supply Chain Management
>
> 2. Supply Chain Management Human Resource Budget Allocation–National
>
> 3. Supply Chain Management Human Resource Budget Allocation–Lower Levels
>
> 4. Salary/Incentives for Supply Chain Workers
>
> 5. Supply Chain Management Procedures
>
> 6. Human Resource Policies
>
> 7. Human Resource Information System (HRIS)
>
> 8. Supply Chain Personnel Pay Scale
>
> 9. Supply Chain Workforce Planning
>
> 10. Supply Chain Succession Planning

HR financing is also included in this HRH building block. To enact human resource policies and plans an organization must have adequate financing. Financing human resource capacity development often represents one of the largest cost elements in providing health services in developing countries. It includes costs associated with salaries, allowances, education, and incentive packages.

Step 1 – Identify Key Informants

1. **Using *the Persons Interviewed Template*, list the name and title of the interviewees and/or individuals included in the focus group for this building block. Key informants may include—**

   - MOH managers

   - supply chain managers and personnel

   - MOH human resource managers

- nongovernmental public health advocates

- donors

- implementing partners

- members and/or staff of local chapters of public health professional associations/councils (e.g., pharmacy association, International Association of Public Health Logisticians (IAPHL) chapters, nursing association)

- private-sector partners within the public health supply chain.

Step 2 – Identify the Development Stage for *Policies and Plans*

2. **Double-click on this link: http://deliver.jsi.com/dlvr_content/resources/allpubs/guidelines/HRCD_SCM_Assess.xlsx to open the Excel-based *Diagnostic Dashboard*. Open the worksheet labeled *Policies and Plans* where you will find a series of related dimensions.**

Ask informants to determine the development stage of each *Workforce Performance Management* dimension. Use the drop-down menu in the Score column to select the appropriate development stage (e.g., 0, 1, 2, 3, or 4).

For each decision, note why the development stage was selected. Also note any points of disagreement.

After all the dimensions are rated, a graph on the *Dashboard* worksheet will be automatically created which represents the scores by dimension. Do not attempt to reconstruct or change the graphs on the *Dashboard* worksheet.

Step 3 – Provide Additional Data

Answer the following questions:

3. **Which individuals, organizations or departments are included in MOH decisions and policymaking processes that impact supply chains?**

4. **If there is a strategic plan for human resource capacity development for public health supply chains (possibly as a sub-component within a logistics system strategic plan or within a general human resources for health strategic plan), describe how it has strengthened human resource management for supply chains and/or health commodity availability.**

5. **If there is a plan, what is the process for updating or revising it?**

6. **How do civil service policies and/or local employment law affect the workforce in a supply chain? Are there any positive or negative aspects of those policies or laws (e.g., in establishing new positions, terminating underperforming staff)?**

7. **Describe any innovative processes for developing *Policies or Plans* (either past, present, or planned) that have strengthened/will strengthen human resource capacity in supply chain management. For example, data collection using cell phones, mentoring programs, supportive supervision, other technology incentives, outsourcing, etc.**

Step 4 – Provide a Summary of *Policies and Plans*:

What is working well in *Policies and Plans*?	What are challenges in *Policies and Plans*?
How could these challenges be addressed and/or improved?	

Diagnostic Dashboard HRH Building Block 3 – Workforce Development

Dimensions in this *Dashboard* are designed to assess the development of *Workforce Development* activities intended to build the knowledge, skills, and attributes of supply chain personnel.

Significant shortages of competent supply chain workers negatively impacts supply chain performance. Too often, their skills and experience are poorly suited to their roles. Workforce development is the process of building a workforce with the knowledge, skills, and attributes required to operate supply chains functions. Knowledge, skills, and attributes are drawn from competency models which are a set of defined behaviors required to be successful in a position. Competency models provide a structured framework for recruiting, evaluating, and developing a qualified supply chain workforce (Marrelli 1998). They inform the development of job descriptions and guide career paths.

Desired competencies also inform the development of educational or training curriculum designed to produce qualified supply chain professionals. Curriculum can be administered in three forms: pre-service education; postgraduate and specialty training; and in-service training, including professional development.

HRH Building Block Dimensions for *Workforce Development*

1. Supply Chain Recruiting Policies, Procedures, Tools
2. Supply Chain Cadre Recruiting Practices
3. Supply Chain Core Competencies and Frameworks
4. Supply Chain Cadres Career Path
5. Supply Chain Job Descriptions
6. Supply Chain Training Unit
7. Supply Chain Training Strategy
8. Supply Chain Pre-Service Training
9. Supply Chain In-Service Training
10. Ability of Local Institutions to Provide Supply Chain Education and Training

Step 1 – Identify Key Informants

1. **Using *the Persons Interviewed Template*, list the name and title of the interviewees and/or individuals included in the focus group for this building block. Key informants may include—**
   - MOH managers
   - supply chain managers and personnel
   - MOH HR managers
   - other ministries (e.g. Education, Finance)
   - nongovernmental public health advocates
   - donors
   - implementing partners

- academic and training institutions

- members and/or staff of local chapters of public health professional associations/councils (e.g., pharmacy association, International Association of Public Health Logisticians (IAPHL) chapters, nursing association)

- private-sector partners within the public health supply chain.

Step 2 – Identify the Development Stage for *Workforce Development*

2. **Double-click on this link: http://deliver.jsi.com/dlvr_content/resources/allpubs/guidelines/HRCD_SCM_Assess.xlsxto open the Excel-based *Diagnostic Dashboard*. Open the worksheet labeled *Workforce Development* where you will find a series of related dimensions.**

Ask informants to determine the development stage of each *Workforce Performance Management* dimension. Use the drop-down menu in the Score column to select the appropriate development stage (e.g., 0, 1, 2, 3, or 4).

For each decision, note why the development stage was selected. Also note any points of disagreement.

After all the dimensions are rated, a graph on the *Dashboard* worksheet will be automatically created which represents the scores by dimension. Do not attempt to reconstruct or change the graphs on the *Dashboard* worksheet.

Step 3 – Provide Additional Data

Answer the following questions:

Workforce Identification

3. **What are primary sources for recruiting supply chain personnel? (Check all that apply.)**
   - ❑ Same organization
     - ❑ Public sector
       - ❑ Other government agencies
       - ❑ Other public sector
     - ❑ Supply chain-related private sector
       - ❑ International NGO/business
       - ❑ Local private company

       ❑ Health-related
       ❑ Non-health related
    ❑ Academia
       ❑ Professors
       ❑ Students
    ❑ Any of the above categories but NOT related to the supply chain
    ❑ Other: _____

4. Describe the recruitment process.

5. For a vacant supply chain position approximately how long does it take to authorize a position for recruitment and recruit, interview, and hire a candidate?

Workforce Development

6. List any supply chain roles for which competency models have been developed. (Obtain a copy of models.)

- How are core competencies and/or competency models used as tools to guide individual supply chain careers?

- How have core competencies and/or competency models been used to inform training development and requirements?

7. If a training unit exists and is operating within the MOH, describe if and how it is used to develop training plan and associated training materials for supply chain positions.

8. **List supply chain roles at each supply chain level that have job descriptions. (Obtain a copy of job descriptions.)**

9. **Is supply chain content included in any *pre-service education curriculums*? If so, for which roles?**

   - How often is it reviewed and updated?
   - What is working well in these pre-service education programs? What is not working well? Why?
   - Collect relevant curriculum outlines, if possible.

10. **Is supply chain content included in any *in-service training programs* (e.g., training that exists for currently employed staff; including workshops, trainings, courses, on-the-job training, etc.)? If so, for which roles:**
    - What training courses are offered for each identified role?
    - How often are course curriculum reviewed and updated?
    - How often, on average, do staff members participate in in-service trainings? Describe as number of times per year and/or amount of time per year.
      - ❑ 1–2 times a year_____
      - ❑ 3–4 times per year_____
      - ❑ More than 5 times per year_____

    - What is working well with in-service training programs? What is not working well? Why?

    - Collect relevant curriculum outlines, if possible.

Pre-service Training

11. **Pre-Service Education:** List the educational or training institutions and course/programs that provide pre-service supply chain education.

Education/Training Institution or Organization	Course/Program/Class
Example: *- University of Country*	*- 1 semester course in supply chain for all pharmacists*

In-service Training

12. **In-Service Education:** List the educational or training institutions and course/programs that provide _in-service_ supply chain education.

Education/Training Institution or Organization	Course/Program/Class
Example: _Institute of Public Health Training_	_- 1 week course in quantification for procurement agents_

13. **Describe any innovative _Workforce Development_ policies/activities (either past, present, or planned) that have strengthened/will strengthen human resource capacity in supply chain management. For example, data collection using cell phones, mentoring programs, supportive supervision, other technology incentives, outsourcing, etc.**

Step 4 – Summarize _Workforce Development_

What is working well in _Workforce Development?_	What are challenges in _Workforce Development?_

How could these challenges be addressed and/or improved?

NOTE: if needed, use the supplemental survey in this tool to gather additional data for this HRH building block.

Diagnostic Dashboard HRH Building Block 4 – Workforce Performance Management

Dimensions in this *Dashboard* are designed to assess the development of *Workforce Performance Management* activities intended to build and improve the performance of supply chain personnel.

Performance management is the systematic process of planning work and setting expectations, periodically rating performance in relation to job criteria, and rewarding good performance. Criteria are established in competency models, imbedded in job descriptions, and linked to organizational objectives. The most effective management of performance is done on an ongoing basis through supportive supervision and coaching and/or mentoring. To ensure that supervision is unbiased and productive, managers must give feedback according to established guidelines and understand how to properly reward good performance to encourage retention and respond to and mitigate poor performance. Ultimately, the objective of performance management is to link individual employee goals and performance to organizational goals and performance through competency-based assessment in order to positively impact supply chain performance.

HRH Building Block Dimensions for *Workforce Performance Management*

1. Supply Chain Management Human Resource Performance Management Policies, Procedures, Tools

2. Supply Chain Performance Assessment Process

3. Staff Development Plans

4. Supply Chain Cadre Retention and Performance Incentives

5. Supervision Guidelines

6. Supervision Visits

7. Mentoring and Coaching

8. Supply Chain Personnel Retention

9. Supply Chain Curriculum Availability

Step 1 – Identify Key Informants

1. **Using *the Persons Interviewed Template*, list the name and title of the interviewees and/or individuals included in the focus group for this building block. Key informants may include—**

   - MOH managers

   - supply chain managers and personnel

   - MOH HR managers

   - nongovernmental public health advocates

   - donors

   - implementing partners

   - training and/or education institutions

- members and/or staff of local chapters of public health professional associations/councils (e.g., pharmacy association, International Association of Public Health Logisticians (IAPHL) chapters, nursing association)

- private-sector partners within the public health supply chain.

Step 2 – Identify the Development Stage for *Workforce Performance Management*

2. **Double-click on this link: http://deliver.jsi.com/dlvr_content/resources/allpubs/guidelines/HRCD_SCM_Assess.xlsxto open the Excel-based *Diagnostic Dashboard*. Open the worksheet labeled *Workforce Performance Management* where you will find a series of related dimensions.**

Ask informants to determine the development stage of each *Workforce Performance Management* dimension. Use the drop-down menu in the Score column to select the appropriate development stage (e.g., 0, 1, 2, 3, or 4).

For each decision, note why the development stage was selected. Also note any points of disagreement.

After all the dimensions are rated, a graph on the *Dashboard* worksheet will be automatically created which represents the scores by dimension. Do not attempt to reconstruct or change the graphs on the *Dashboard* worksheet.

Step 3 – Provide Additional Data

Answer the following questions:

Workforce Performance Management

3. **Is the performance of supply chain personnel evaluated?**   **Yes**   **No**

   If yes, then—

   A. Is performance evaluated annually?   Yes   No
   B. Is the evaluation process communicated to all employees?   Yes   No
   C. Is the evaluation process consistently implemented?   Yes   No
   D. Is the evaluation process based on criteria that use a competency model or job description?   Yes   No

4. **If a staff member's performance in supply chain is not satisfactory, to remediate their performance are they given—**
   A. in-service training?   Yes   No

B. on-the-job training?	Yes	No
C. written instructions on how to improve?	Yes	No
D. coaching or mentoring?	Yes	No
E. appropriate tools to complete the job?	Yes	No

Workforce Retention

5. What mechanisms, if any, are in place to encourage the retention of staff members that have supply chain responsibilities? Circle all that apply.

A. monetary incentives (e.g., bonuses, pay increases)?	Yes	No
B. public recognition (e.g., awards, congratulatory notes, national/local supply chain days)?		
C. career path/trajectory/ladder (e.g., opportunities for promotions, title changes)?	Yes	No
D. compulsory service or subsidized education in return for service?	Yes	No
E. improved work environments (e.g., quality equipment, supplies, supervision/mentoring)?	Yes	No
F. living condition incentives/perks (e.g., transport or living allowances)?	Yes	No
G. professional development (e.g., opportunities to attend trainings, conferences)?	Yes	No

Follow-up question: How do offered mechanisms compare to other fields? Are they more or less comparable?

6. **How would you quantify the average turnover rate in supply chain positions or positions with supply chain responsibilities?** *Turnover: Someone leaving for a job either in a different department, organization, or sector.*

Service Delivery Level (lowest level of supply chain: CBD, clinic, hospital)		Mid-Level (district mgmt. team, district warehouse, provincial warehouse, etc.)		Central-Level (Central Medical Stores)	
No./%	Level/Org:	No./%	Level/Org:	No./%	Level/Org:
	less than 1 year		less than 1 year		less than 1 year
	less than 3 years		less than 3 years		less than 3 years
	less than 5 years		less than 5 years		less than 5 years
	more than 5 years		more than 5 years		more than 5 years
Comments		Comments		Comments	

7. **On average, when public-sector staff in supply chain positions or with supply chain responsibilities leave their position to what types of positions, departments or organizations do they move? Check the three most common.**
   - ❑ Same organization, take on new position that also has supply chain responsibilities
   - ❑ Public sector:
     - ❑ Other government agencies
     - ❑ Other public sector
   - ❑ Private sector:
     - ❑ International NGO/business
     - ❑ Local private company
     - ❑ Health-related
     - ❑ Non-health related
   - ❑ Academia
   - ❑ Other: (describe)

8. What, if any, supply chain tasks are completed by personnel who do not have supply chain training?

Service Delivery Level (lowest level of supply chain: clinic, hospital)		Mid-Level (district mgmt. team, district warehouse, provincial warehouse, etc.)		Central Level (central medical stores, national procurement units, etc.)	
Tasks:	Completed by:	Tasks:	Completed by:	Tasks:	Completed by:
e.g., computing and requesting resupply	*community-based distribution workers*				
Comments		**Comments**		**Comments**	

9. Describe any innovative *Workforce Performance Management* policies or activities (either past, present, or planned) that have strengthened/will strengthen human resource capacity in supply chain management. For example, data collection using cell phones, mentoring programs, supportive supervision, other technology incentives, outsourcing, etc.

Step 4 – Summarize *Workforce Performance Management*

What is working well in *Workforce Performance Management?*	What are challenges in *Workforce Performance Management?*

How could these challenges be addressed and/or improved?

NOTE: if needed, use the supplemental survey in this tool to gather additional data for this HRH building block.

Diagnostic Dashboard HRH Building Block 5 – Professionalization

Dimensions in this *Dashboard* are designed to assess the development of *Professionalization* efforts intended to formalize supply chain roles.

Professionalization is the process of recognizing a set of responsibilities or shared tasks as an established profession with standardized competency expectations (Health Systems 20/20). A professionalized role means that all tasks fall within a specific job with a formal title. Those filling a professionalized role are required to have completed an established curriculum (either pre-or in-service) designed to develop the knowledge, skills, and attributes required by the tasks for successful completion. As noted already, roles can be professionalized through the explicit creation of a job to which all tasks are formally assigned, but also by requiring a license or certificate to perform the tasks assigned to the professionalize role. Professionalization is also strengthened by the existence and support of associations which provide control or oversight for the practice of a given occupation.

> **HRH Building Block Dimensions for *Professionalization***
>
> 1. Supply Chain License
> 2. Supply Chain Certificate
> 3. University Degree Program as Pre-requisite for Employment
> 4. Supply Chain Coursework Included in Health Care Degree Programs
> 5. Supply Chain Role as a Professional Role
> 6. Supply Chain Associations

Tasks within the supply chain field are often not considered a professional role requiring specialized training. As such they are shifted to any number of personnel without considering their capacity and competency in the supply chain field. The consequence of haphazard task-shifting is poor supply chain managements. To improve the delivery of supply chain services, efforts are being made to professionalize supply chain roles and tasks through education and licensure, and the development of professional associations.

Step 1 – Note All Key Informants

1. **Using the *Persons Interviewed Template*, list the name and title of the interviewees and/or individuals included in the focus group for this building block. Key informants may include—**
   - MOH managers
   - supply chain managers and personnel
   - MOH HR managers
   - nongovernmental public health advocates
   - donors
   - implementing partners
   - training and/or education institutions

- members and/or staff of local chapters of public health professional associations/councils (e.g., pharmacy association, International Association of Public Health Logisticians (IAPHL) chapters, nursing association)

- private-sector partners within the public health supply chain.

Step 2 – Identify the Development Stage for *Professionalization*

2. **Double-click on this link: http://deliver.jsi.com/dlvr_content/resources/allpubs/guidelines/HRCD_SCM _Assess.xlsx to open the Excel-based *Diagnostic Dashboard*. Open the worksheet labeled *Professionalization* where you will find a series of related dimensions.**

   Ask informants to determine the development stage of each *Professionalization* dimension. Use the drop-down menu in the Score column to select the appropriate development stage (e.g., 0, 1, 2, 3, or 4).

   For each decision, note why the development stage was selected. Also note any points of disagreement.

   After all the dimensions are rated, a graph on the *Dashboard* worksheet will be automatically created which represents the scores by dimension. Do not attempt to reconstruct or change the graphs on the *Dashboard* worksheet.

Step 3 – Provide Additional Data

Answer the following questions:

3. **Note any licenses or certificates that are considered a pre-requisite for supply chain employment.**

Certificate or License Name	Certification or License?	Who Provides It?	Process for Award	How Often Must It Be Updated?	Public -or Private-Sector Sponsored?

4. **Describe any innovative policies/activities (either past, present, or planned) related to *Professionalization* that have strengthened/will strengthen human resource capacity. For example, data collection using cell phones, mentoring programs, supportive supervision, other technology incentives, outsourcing, etc.**

Step 4 – Provide a Summary of *Professionalization*

What is working well in *Professionalization?*	What are challenges in *Professionalization?*

How could these challenges be addressed and/or improved?

Tool Component 4 – Supplemental Surveys

HRH Building Block 3 – Workforce Development Supplemental Survey

Administer this optional survey to supplement data gathered for HRH Building Block 3: Workforce Development.

Pre-service Training

1. Describe available *pre-service education programs* for supply chain roles:

Name of Program	Name of Program	Name of Program
Length?	**Length?**	**Length?**
Modality	**Modality**	**Modality**
☐ Classroom courses	☐ Classroom courses	☐ Classroom courses
☐ Combination of Classroom courses and distance learning	☐ Combination of Classroom courses and distance learning	☐ Combination of Classroom courses and distance learning
☐ Distance learning course: Virtual	☐ Distance learning course: Virtual	☐ Distance learning course: Virtual
Required or elective?	**Required or elective?**	**Required or elective?**
Topics covered	**Topics covered**	**Topics covered**

When first implemented?	When first implemented?	When first implemented?
How are instructors trained and by whom?	**How are instructors trained and by whom?**	**How are instructors trained and by whom?**
Certifications	**Certifications**	**Certifications**
Professional	Professional	Professional
Nationally recognized only	Nationally recognized only	Nationally recognized only
Internationally recognized	Internationally recognized	Internationally recognized

2. **What factors were considered when supply chain *pre-service education program(s)* were developed:?**
   - ❑ Assisted by the ministry of education
   - ❑ Coordinated with other institutions
   - ❑ Used national training programs as models
   - ❑ Used international training programs as models
   - ❑ Developed own curriculum
   - ❑ Other (specify)_____.

3. **Describe available *in-service education programs* for supply chain roles:**

Name of Program	Name of Program	Name of Program
Length?	**Length?**	**Length?**
Modality	**Modality**	**Modality**
Classroom courses	Classroom courses	Classroom courses
Combination of Classroom courses and distance learning	Combination of Classroom courses and distance learning	Combination of Classroom courses and distance learning

	Distance learning course: Virtual	
Required or elective?		
Topics covered		
When did it start?		
How are instructors trained and by whom?		
Certifications		
	Professional	
	Nationally recognized only	
	Internationally recognized	

	Distance learning course: Virtual	
Required or elective?		
Topics covered		
When did it start?		
How are instructors trained and by whom?		
Certifications		
	Professional	
	Nationally recognized only	
	Internationally recognized	

	Distance learning course: Virtual	
Required or elective?		
Topics covered		
When did it start?		
How are instructors trained and by whom?		
Certifications		
	Professional	
	Nationally recognized only	
	Internationally recognized	

4. **What factors were considered when supply chain *in-service education program(s)* were developed:**
   - ❑ Assisted by the ministry of education
   - ❑ Coordinated with other institutions
   - ❑ Used national training programs as models
   - ❑ Used international training programs as models
   - ❑ Developed own model
   - ❑ Other (specify)_____.

HRH Building Block 4 – Workforce Performance Management Supplemental Survey

Administer this optional survey to supplement data gathered for HRH Building Block 4: Workforce Performance Management.

Please diagram (in graph or table format) the supervisory structure by job position/title and by level for the following supply chain management tasks.

- Indicate if any position receives supervision from more than one person or unit
- Indicate if supply chain supervision is integrated with other programmatic supervision
- Indicate from what level to what level (and who actually conducts and receives the supervision).

From level and by whom	To what level and to whom	Supply chain activities supervised	Frequency of supervision	Supervision tools used
i.e., *Central,* *Warehouse* *Manager*	*- Central/ Warehouse Team Leaders* *- Regional/ Warehouse Managers*	*- Team Leader management in Central facility and at regional locations* *- LMIS collection and analysis*	*- Quarterly*	*- Management Checklist* *- LMIS forms*

Templates

Illustrative Assessment Scope of Work

HR Capacity Development for Public Health Supply Chain Management Assessment Scope of Work

Anticipate needing: [Note number of consultants to participate in assessment]

Country: [Name of Country in which assessment will take place]

Dates: [Dates of assessment]

Background:

An essential component of a robust health system is an effective supply chain which provides health workers and clients with vital public health commodities. To run effectively, a public health supply chain requires a sufficient number of motivated staff with the competency required to fulfill essential supply chain functions; they must also be empowered to make decisions that positively impact health supply availability and supply chain operations.

Too often, however, an insufficient amount of adequately trained and/or motivated personnel is often the cause of supply chain system breakdowns and poor system performance, which is often demonstrated with product stockouts. This is compounded by a lack of recognition among many health institutions of the vital role supply chain personnel play in the performance of health systems.

The *Human Resource Capacity Development in Public Health Supply Chain Management Assessment Tool* is a structured, rating-based methodology designed to identify opportunities and challenges associated with human resource management (HRM) of supply chain personnel. Data collected through this assessment is expected to strengthen supply chain personnel capacity by informing host country efforts to build applicable HR systems and advocate for the professionalization of supply chain management. By strengthening the capacity of public health supply chain personnel, both supply chains and, ultimately, health systems, will operate more effectively; thus ensuring clients improved access to lifesaving health supplies.

Purpose Statement:

The purpose of this assessment is to—

- document the capacity of a country's public health supply chain human resource management

- identify where and how to improve supply chain performance through the effective human resource capacity development and management of supply chain personnel

- document professionalization efforts of personnel working across a country's public health supply chains.

Specific Tasks to be Performed

Before Travel:
- Conduct desk review of relevant human resources for supply chain management materials as well as country-specific background resources.

- Confirm assessment scope with sponsoring client.

- Identify assessment team members.

- Outline assessment schedule and schedule in-country visits.

- Convene assessment team to assign roles and responsibilities and build the data collection process and tool.

- Request in-country counterparts and government assessment team members to complete the *Public Health Supply Chain Profile* for each assessed supply chain.

In-country:

Week One
- Conduct an in-brief with sponsoring client and key stakeholders.
- Schedule interviews and focus groups.
- Conduct Launch Workshop to reach consensus on assessment data collection plan and tool.
- Review the *Public Health Supply Chain Profile* data with assessment team; gather any remaining data requirements and finalize organizational chart and roles/responsibilities matrix for all supply chains (and levels) included in the assessment.
- Coordinate focus group logistics and participation.
- Deploy data collection tool: begin conducting interviews and focus groups.

Week Two
- Continue data collection.
- Begin developing preliminary findings.

Week Three
- Review data and prepare findings and distill recommendations.
- Conduct Validation Workshop to review data, confirm findings, validate recommendations, and present proposed recommendations implementation plan.
- Update recommendations and develop implementation plan.
- Conduct an out-brief with sponsoring client.

Post Travel:
- Complete final report with full assessment results and country strategy on supply chain human resources and recommendations.
- Share report with respective stakeholders for review and input.
- Disseminate recommendations.

- To compare and share experiences, where possible, share results with other countries conducting the same exercise.

Desired Composition of the Assessment Team:
- two consultants with skills in human resources and facilitation
- program managers
- host country government representative per assessed supply chain.

Assessment Team Qualifications:
The team should include at least—
- one consultant with expertise in supply chain management
- one with expertise in human resources management
- country or regional experience
- strong organizational skills
- familiarity/experience with process mapping and/or assessment procedures
- strong planning and facilitation skills
- fluency in English
- good data analysis (quantitative and qualitative) and report writing skills.

Deliverables:
- organizational chart/diagram illustrating supply chain human resources stakeholders and functions throughout the supply chain
- technical report outlining assessment data, findings, and human resource recommendations for building the capacity of personnel working within the supply chain and advocating for their professionalization

Assessment Team Member Roles and Responsibilities

Indicate who will be responsible for completing the task, the expected due date, and the date the *task was completed.*

	Name of Person Responsible	Due by	Completed by
Preparation			
Pre-Arrival			
Identify scope of assessment (including supply chain HRH building blocks to be included)			
Identify team composition			
With the client, set dates for the assessment; confirm scope of work			
Prepare scope of work (team and local consultant, as needed)			
Build data collection source list and interview schedule			
Identify participants for the launch workshop; set time and date and send invitations; set agenda			
Schedule and arrange logistics for stakeholder workshop(s)			
Review background documents and initiate desk review			
Compile the *Public Health Supply Chain Profile*			
Arrange in-country travel; schedule interviews			
In-Country			
Confirm launch stakeholder workshop logistics, invitations			
Confirm or reschedule interviews			
Update data collection tool			
Implementation			
Daily: Team members review data collected and identify gaps; identify additional interviews required, if any and schedule with consultant; document names/titles of everyone interviewed			

	Name of Person Responsible	Due by	Completed by
Use document reviews and interviews to collect additional information needed to respond to client questions			

Analysis and Report

Using diagnostic findings, data analysis table (strengths, area for improvement, opportunities, challenges) and root cause analysis, map possible interventions/reforms to address areas for improvement identified in assessment			
Prepare preliminary analyses and draft relevant sections for the report, including recommended potential activity areas and interventions			
Schedule and conduct follow-up interviews, as needed			
Liaise with any in-country program personnel to share and discuss findings and arrange a pre-departure debrief, if requested			
Schedule and conduct a pre-departure stakeholder workshop, if applicable			
Finalize report, including recommendations, based on input from the stakeholder workshop and mission staff			
Edit and format final report for approval by relevant client/stakeholders			

Illustrative Assessment Budget

This budget is illustrative and can be modified to reflect a given assessment's unique needs.

Item/ Unit	Rate	Quantity	Total (Rate × Quantity)
Labor			
Team lead	$	1	$
Team member	$	2	$
Assessment coordinator	$	1	$
Driver	$	3	$
Subtotal			$
Travel			
Airfare – Team lead	$	1	$
Airfare – Team member #1	$	1	$
Per Diem – international	$	3	$
Per Diem – local	$	1	$
Misc – visa	$	3	$
Subtotal			$
Logistics – Workshop			
Conference venue	$	1	$
Food	$	1	$
Audiovisual	$	1	$
Materials – printing	$	1	$
Subtotal			$
TOTAL			

Persons Interviewed Template

Name	Title	Organization/ Level	Contact Information	Supply Chain HRH Building Blocks Assessed

Launch and Validation Assessment Workshop Agendas

Launch Workshop Objectives:

- Describe the impact of human resources on supply chain management.
- Introduce the assessment tool objectives, HRH building blocks, and process.
- Describe the role of stakeholders in the assessment.
- Solicit stakeholder input and expertise on how to implement the assessment.
- Ask for a commitment to post-assessment implementation of findings.

Time	Session	Facilitator	Materials
8:30	Registration and Breakfast		
9	Welcome	Team leader or facilitator	Agenda, name tags, PowerPoint (PPT) handout of presentation
9:15	• Introductions • Overview of workshop objectives and agenda	Team leader or facilitator	PPT handout of presentation
9:30	Overview of human resource capacity development in public health supply chain management		
10	Overview of assessment components and HRH building blocks		PPT handout of presentation
10:30	Break		
10:45	Introduction to assessment process and data collection tool and methodologies		PPT handout of presentation
11	Present expected stakeholder inputs and level of effort commitments		PPT handout of presentation
11:15	Discuss stakeholder feedback on assessment facilitation during and post-implementation		
12	Wrap up and lunch		

Validation Workshop Objectives:

- Review assessment approach and data collection tool and methodology.
- Report on process and data collection sites.
- Present findings and recommendations and ask for input.
- Prioritize recommendations for implementation work plan.

Time	Session	Facilitator	Materials
8:30	Registration and Breakfast		
9	Welcome	Team leader or facilitator	Agenda, name tags, PPT handout of presentation
9:15	• Introductions • Overview of workshop objectives and agenda	Team leader or facilitator	PPT handout of presentation
9:30	Overview of assessment data collection process, tool, and collection sites		PPT handout of presentation
9:45	Present graphs, data analysis table and key findings by supply chain HRH building block		PPT handout of presentation
10:30	Break		
10:45	Present recommendations		PPT handout of presentation
11:15	In small groups: Prioritize recommendations to be included in an implementation work plan		Guide for group discussions
12	Present small group priorities to whole group for finalization		
1	Wrap up and next steps		
1:30	Lunch		

Illustrative Assessment Report Outline

This report outline provides assessment teams with a format for presenting gathered data, analysis, and recommendations. The report should also include a description of assessment methodology and tools and an analysis of findings.

The report template and content categories are appropriate for all assessment participants. However, it can be more specific; it can also be modified in different ways, depending on the assessment.

Formatting the Assessment Report

The format for this report is for a generic assessment. It can also be modified, depending on the assessment and the formatting and branding requirements. The format is set to U.S. letter page formatting (8.5 × 11.0 inches), 11-point font, and one-inch margins.

The completed report is typically no more than 5–10 pages, excluding appendices and attachments.

Suggested Outline

Key content areas to consider including in the report:

1. **Acronyms.** Define all acronyms used in the assessment report the first time they are used. After first-use, use only the acronym.

2. **Acknowledgements.** Acknowledge everyone who provided significant support for the assessment; for example—

   - donors

   - ministry officials

   - implementing partners

   - participants

   - funders.

3. **Executive Summary (3–5 pages).** Describe the background and the impetus for the assessment. Provide a short, clear overview of the country profile, as well as both the supply chain and the human resource environment. Also, include a summary of key findings and recommendations for the HRH building blocks selected for the assessment.

4. **Background (1–2 pages).** Describe the objectives for the assessment.

5. **Country Overview (2–5 pages).** Include a brief overview of the demographics, government structure, and socioeconomic situation that could impact both the supply chain and the supply chain human resources.

6. **Methodology (1–3 pages).** Review the HRCD for PHSCM assessment approach. Describe assessment-specific methodology and tools. Briefly include the following:

Data Collection Tool

- How did you use the data collection tool and the data collection process?

- What human resource HRH building blocks did you select for the assessment?

- How did the assessment team use the rating scale to assess the level of human resource development?

- Do you have any illustrative graphics that are appropriate to depict the selected tool for the HRH building blocks?

Data Collection Process

- What was the composition of the team that carried out the assessment?

- What data collection process did you use?

- What places did you visit and what resources did you use?

- Did you complete a profile of the respondents?

- Do you have any illustrative graphics that are appropriate to depict the overall assessment process and/or timeline?

7. **Summary of Findings by HR Building Block Assessed (1–4 pages per building block)** Describe, in detail, the assessment findings for each HRH building block as it impacts the supply chain(s) assessed. Briefly include the following:

Findings by HRH Building Block

- What are the strengths, weaknesses, opportunities, and threats associated with each HRH building block assessed?

Impact of Findings on Supply Chain Management

- How did these strengths, areas for improvement, opportunities, and challenges impact the supply chain personnel capacity?

- How did these strengths, areas for improvement, opportunities, and challenges impact the supply chain capacity compared to the supply chain personnel?

- Do you have a snapshot of the assessment dashboard and/or individual dashboards for the supply chain HRH building blocks that you included in the assessment?

8. **Recommendations and Next Steps (1–4 pages).** Summarize the broader recommendations for each HRH building block as they impact those supply chain(s) assessed. Briefly include the following:

Recommendations by Supply Chain HRH Building Block

- What recommendations do you have for the assessed supply chain HRH building block?

- How do these recommendations impact the supply chain personnel capacity?
- How do these recommendations impact the supply chain capacity compared to the supply chain personnel?
- What resources were required?

Next Steps

- Describe how the interventions and activities will be implemented.
- Identify all responsible persons on the chat, including a timeframe for all activities.

9. Appendices. Consider including the following documents in the report appendix:

- data and data analysis
- *Supply Chain HRH Building Block Dashboard*
- *Public Health Supply Chain Profile* data
- list of who was interviewed/included in focus groups and interviews
- any acquired documentation (e.g., job descriptions, competency models, training curricula, policies).

For more information, please visit deliver.jsi.com.