



KHYBER PAKHTUNKHWA SUPPLY CHAIN HUMAN RESOURCE CAPACITY DEVELOPMENT STRATEGY & PROFESSIONALIZATION PLAN

2017- 2022

KP SUPPLY CHAIN HUMAN RESOURCE CAPACITY DEVELOPMENT STRATEGY & PROFESSIONALIZATION PLAN

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Acknowledgment

The Health Department and Population Welfare Department, Government of Khyber Pakhtunkhwa aim to improve the health and quality of life for all, particularly women, children and marginalized communities, through access to essential quality health services which are accessible, equitable, culturally acceptable, affordable, and sustainable. Both departments strive for and contribute to the realization of the government's obligations towards its people and internal and global commitments toward increased contraceptive prevalence rate (CPR) and reduction in maternal mortality ratio (MMR), infant mortality rate (IMR), and under 5 mortality rate (U5MR).

As part of their primary function on health management planning and policy, both departments have jointly developed this important and much needed human resource capacity development strategy & professionalization plan with the technical assistance of the USAID|GHSC PSM Project, with a focus on creating a competent cadre of health supply chain professionals for efficient commodity management.

Both departments would like to express deepest appreciation to all relevant public-sector stakeholders and health managers who participated at and contributed to the consultative meetings and need assessments on human resource capacity development conducted in August 2017.

We highly appreciate the support of USAID|Pakistan towards strengthening the health sector of the province. We also wish to thank Dr. Muhammad Tariq, Country Director, USAID GHSC-PSM Project Pakistan for his leadership role and dedicated team for their devoted efforts and support provided in the formulation of this strategy.

“Together we strive to make Khyber Pakhtunkhwa better and healthier.”

Dr. Ayub Rose

Director General, Department of Health
Government of Khyber Pakhtunkhwa

Mr. Noor Afzal Khan

Director General, Population Welfare Department
Government of Khyber Pakhtunkhwa

Overview

Although there is a large number of healthcare professionals working in the health and population sectors of KP, there is a definite need for professionalization of the logistics cadre, with a well-defined skill mix at all levels of supply chain. Currently, supply chain management (SCM) oriented training is not part of health managers' professional development plan, which needs to be introduced through this strategy & professionalization plan. There is also a need to analyze current supply chain workforce trends and conduct a future human resource needs assessment in order for the KP Health and Population Welfare departments to effectively and systematically manage human resource development needs around the health supply chain. In addition, there is a need to create a competent cadre of health supply chain professionals for managing/ providing services efficiently, through human resource development and capacity building of service providers.

To address these issues, the DOH and PWD recently collaborated with the Global Health Supply Chain – Procurement & Supply Management (GHSC-PSM) Project to conduct a human resource needs assessment, in order to formulate a strategy & professionalization plan to effectively manage human resource development requirements in the KP public health supply chain. This document provides an in-depth assessment of supply chain work force and recommendations which the Health and Population Welfare departments can use to strengthen workforce incrementally.

Methodology

Scope

The scope of the Human Resource assessment was to identify opportunities and challenges associated with human resource management (HRM) of Supply Chain personnel for Family Planning (FP) and Maternal & Newborn Child Health (MNCH) with the help of a structured, rating-based methodology. The assessment was aimed to strengthen supply chain personnel capacity by informing Khyber Pakhtunkhwa Government in Pakistan to enhance efforts to build applicable Human Resource (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, ensuring clients improved access to lifesaving health supplies.

Objective

Considering the above scope, the objectives of this Human Resource assessment were to:

- To document the capacity of the Khyber Pakhtunkhwa's Family Planning (FP) and Maternal & Newborn Child Health (MNCH) supply chain human resource management within Population & Welfare Department (PWD) and Department of Health (DOH)
- To identify where and how to improve supply chain performance through the effective human resource management of supply chain personnel
- To document professionalization efforts of personnel working across the Khyber Pakhtunkhwa Family Planning (FP) and Maternal & Newborn Child Health (MNCH) supply chains

Technical Team

This collaborative effort was led by a team of experts from the GHSC-PSM Project, comprising of Dr. Andrew N Brown (GHSC-PSM Workforce Development Specialist), Ms. Kanwal Qayyum (Consultant for Public Health Supply Chain HRCD), and GHSC-PSM Project team members, in consultation with the KP DOH and PWD departments.

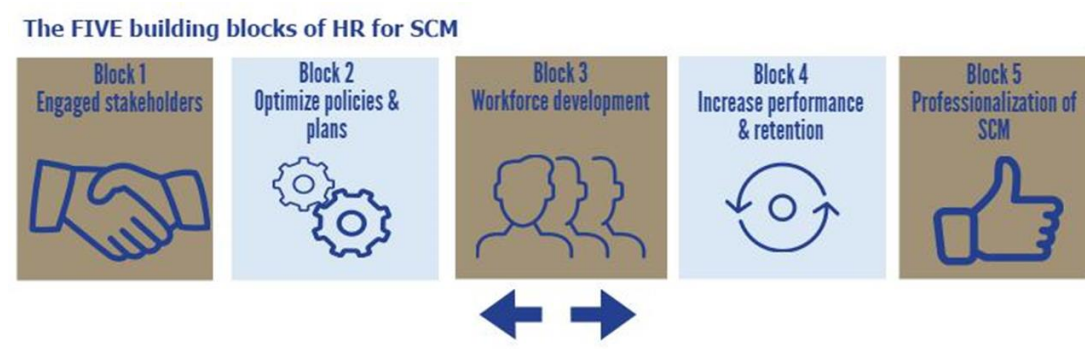
A scope for assessment was outlined, along with the development of a data collection plan, including the identification of key stakeholders as informants for the assessment tool. The GHSC-PSM team finalized the list of informants for the semi-structured interviews and the participants for validation meetings. Interview notes were compiled into an assessment tool and all findings were validated with government staff in a day long group meeting with each respective department from the Khyber Pakhtunkhwa Government.

Assessment Process

To understand human resource in Supply Chain, their role & responsibilities, competencies as per their role, overall SCM environment with its limitations and opportunities for a conducive Supply chain management within PWD and DOH Khyber Pakhtunkhwa, the team conducted a desk review of a number of documents. They used the [Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool](#) to conduct a HR capacity assessment for SCM with respective to departments in Khyber Pakhtunkhwa. The team completed desk studies, interviewed key informants, and held a group discussion with high-level personnel to validate the findings.

The tool below was used to evaluate the capacity of the supply chain human resource management, based on five building blocks. These five components encapsulate all aspects of workforce management needed to develop a comprehensive approach to building human resource capacity in the Province of Khyber Pakhtunkhwa from Pakistan. See figure 1.

Figure 1. Components of the HR Assessment Tool



Five Building Blocks of Human Resource for SCM

The “*Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool*” is comprised of five building blocks. Each block addresses the specific aspect of Human Resource Capacity Development in Supply Chain Management. High function HR systems have the following characteristics:

- **Building Powerful Constituencies:** visionary and technical leadership in the field of supply chain management exist and advocate for SCM by engaging stakeholders. Improved human resource and communication strategies, and coalitions like commodity security groups exist.
- **Policies and Plans:** financing, human resource management (HRM) strategies, HR Policies, and Human Resource Information Systems (HRIS), and succession plans are in place.
- **Workforce development:** recruiting policies, procedures, tools; competency modeling and development through a defined career path and linked with competencies required; well-articulated training plan to address pre-service education and in-service education.
- **Workforce Performance Management:** performance management, human resource development plans; retention, supervision, coaching & mentoring, productivity, and task shifting exist.

- **Professionalization:** networks and processes for creating a professional cadre among supply chain personnel, coordination between institutions and government to address the demand and supply gap.

Each building block is comprised of a number of 'dimensions'. Each dimension was rated on a 0 to 4 scale after consideration of the desk audit, individual interviews and working groups. Maturity of the building block dimensions were rated zero, if the dimension was not present or 4, if the dimension was fully "developed and consistently applied with full dedicated budget" (see figure 2). Results for all levels were collated and verified at a stakeholders' validation meeting.

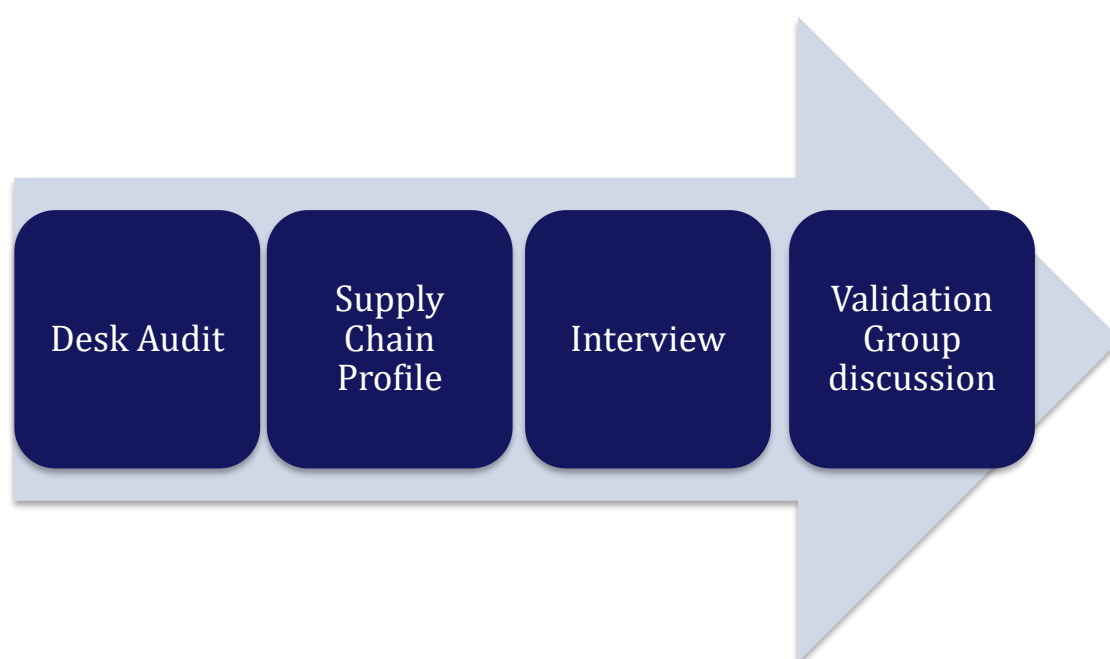
Figure 2: Dimension rating System

Score	Interpretation of Score
0	Dimension does not exist
1	In development stage or outdated
2	Developed and not consistently applied
3	Developed and consistently applied
4	Developed and consistently applied with dedicated budget

Data Collection, Analysis and Validation

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 rating for each HRH building block (Figure 3.).

Figure 3: Data collection plan

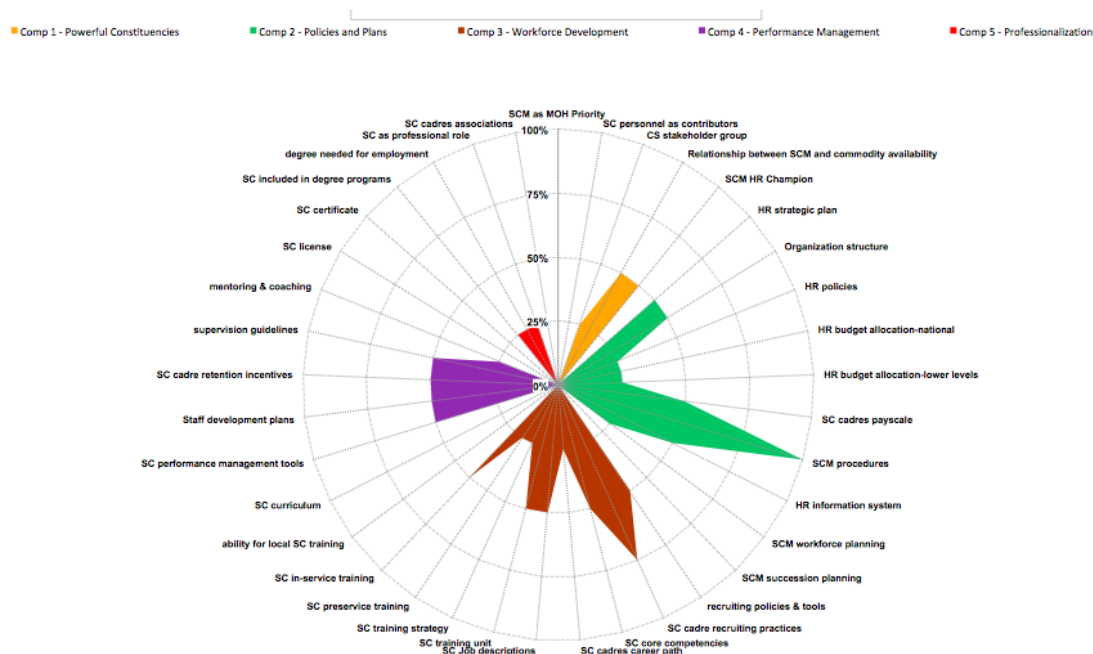


- **Desk Audit:** In the first phase of data collection, the technical team performed a desk audit to review all relevant policies, strategies, and any other official document i.e. PC-I, which could inform and helped to understand the profile of HR for SCM in respective departments i.e. PWD and DoH of the KP province.
- **Supply Chain Profile:** The local consultant administered the tool for Supply Chain Profile with the support of provincial team of GHSC-PSM. Responses and observation were recorded in context of understanding the system.
- **Key Informant Interviews:** The team established a key informant list of suitable supply chain stakeholders at the provincial level who would be familiar with the five assessment areas. The team reviewed the interview guide and scheduled interviews with relevant staff to assess the SCM system for PWD & DoH.
- **Validation Group Discussion:** A group discussion was scheduled with relevant stakeholders and key personnel of each department i.e. PWD and DOH to validate the findings and have a discussion on the scope of professionalization in SCM.

Results: Population Welfare Department, KP

Figure 4 provides a visual ‘Dashboard Overview’ of the five HR building blocks assessed from the perspective of the Population Welfare Department. The more colour for the building block the better developed the building block is against the desired assessment standard noted in the assessment tool. This dashboard is also provided in Annex 1.

Figure 4. Dashboard View of Human Resource for SCM of Population & Welfare Department



A summary of relevant information for each of the five HR building blocks is presented noting ‘Overview’, and ‘Findings’. Combined ‘Recommendations’ for each building block with consideration to both the FP and IHP supply chains at the end of this report.

Component I-Powerful constituencies

Overview

Dimensions within the “*Powerful constituencies*” building block are designed to describe the development of *Powerful Constituencies* who advocate for supply chain management and personnel. 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). Powerful constituencies are important because they ensure that supply chains operate effectively and efficiently. This HR building block identifies constituencies and examines their leadership and advocacy on behalf of supply chain management. In this tool ‘Powerful constituencies’ refers to stakeholders from organizations and institutions, or stakeholder groups, who play various roles in supporting and advocating for the importance of supply chain functions and HR for the supply chain in public health through funding, management, communication strategies, and coalition building.

The assessment team reviewed key dimensions related to this component:

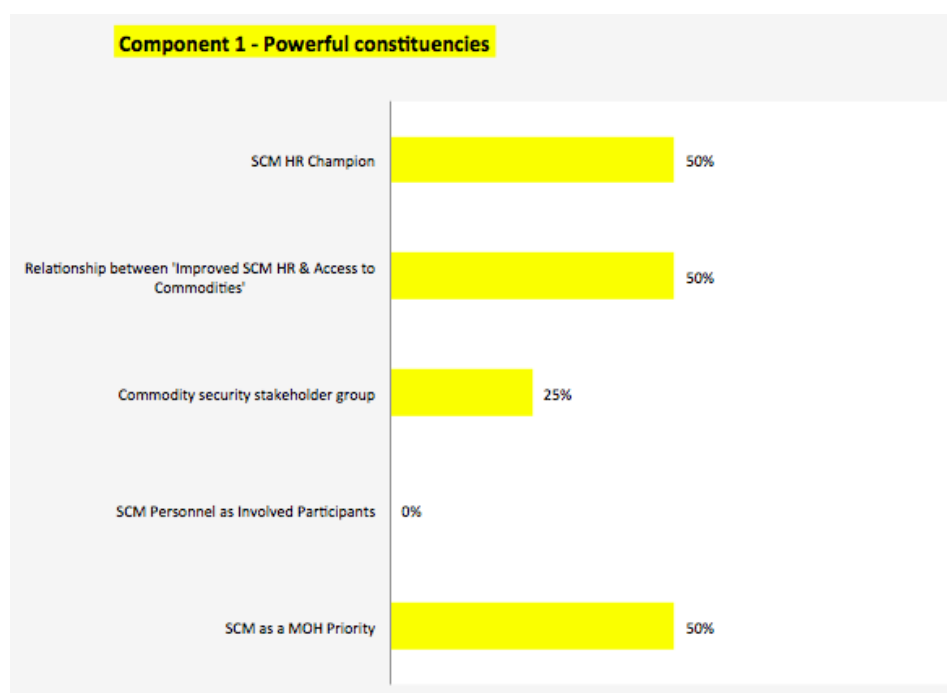
- Supply chain management as PWD priority
- SCM personnel as involved contributors in decision making
- Commodity security stakeholder groups

- Relationship between improved SCM human resource Management and improved access to commodities
- Existence of SCM human resource champions

Findings:

Figure 5 summarizes the consensus on the status of powerful constituencies within PWD of the Khyber Pakhtunkhwa Province in Pakistan. PWD rated SCM HR champion, relationship between improved SCM HR & access to commodities and SCM as a priority of PWD as 50 percent. PWD also rated commodity security group as only 25 percent. They rated SCM personnel as involved participants in decision making as 0 percent.

Figure 5: Powerful Constituencies for PWD



PWD considers supply chain management as a priority for Family Planning (FP) commodities in Khyber Pakhtunkhwa as PWD has its own approved budget to procure contraceptives. Contraceptive commodity security with assured budget is also identified as a special need in the Population Policy (2015) of Khyber Pakhtunkhwa. This need is linked with specialized SCM. However, implementation challenges compromised its performance. PWD does have a designated “Regional Training Institute (RTI)”, which provides training to PWD human resource on Family Planning services. PWD also has resource material for a logistics manual and procurement manual, which are being used as SOPs to procure commodities for the department. PWD staff has also received training on Logistics Management Information System (LMIS) under the USAID| Deliver Project. In order to manage LMIS for reporting and quantification purposes, these trained staff have rolled out these trainings to their relevant staff.

PWD has taken on these initiatives with the support of the USAID| Deliver Project, and by also undertaking dual responsibilities in its current role. PWD also has a Communications & Logistics (C&L) Unit which is responsible for the procurement of FP commodities while adhering to PPRA rules and using procurement manual as SOPs. However, there is a lack of human resources with supply chain expertise who can guide and inform supply chain-related strategic, policy, programmatic, and funding decisions at the leadership level. As such there is no formal “Commodity Security Group” that is led by PWD.

Component II- Policies and Plans for PWD

Introduction:

Supply chain management HR policies help to:

- Strengthen a SC workforce, develop priorities and objectives for operating the health commodity supply chain system; and specify strategies for recruitment, retention, productivity, performance, and deployment
- Specify the resources required to meet the objectives
- Support decision-making at the various levels of the SCM system
- Provide a framework for evaluating the SC workforce and SCM system performance

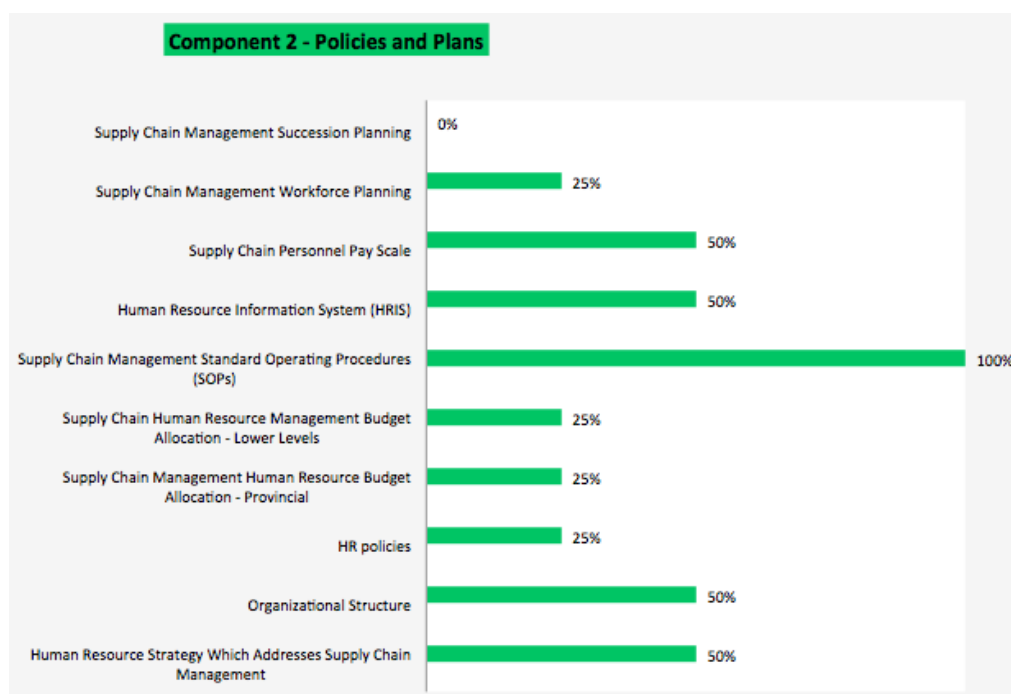
HR plans support these policies by providing the SC workforce with procedures and steps on how the policies will be implemented.

Findings:

For any commodity procurement, all departments must comply with Khyber Pakhtunkhwa Public Procurement Regulatory Authority (PPRA) rules. The PPRA rules are a uniform policy for all the Government departments at provincial level. Any irregularity identified in procurement may result in disqualification of the supplier. Participants rated this dimension as 100%. Similarly, there are uniform human resource policies for recruitment, retention, and to manage their performance, which is applicable to all human resource employed by the government, which participants rated as 50 percent. These policies are however not as clear and as detailed as they should be to guide performance management of personnel with specific responsibilities i.e. Supply Chain (SC).

Currently there is no specific SCM structure that exists within PWD, which participants rated as 50 percent. At the moment, staff perform SCM responsibilities as an additional responsibility to their current duties. This arrangement adds an additional workload on the staff, which is unjust to their primary roles. There is also no distinctive succession plan or policy for SC human resource which exists to ensure succession plan at any level.

Figure 6: Policies and Plans for PWD



Component III- Workforce development for PWD

Introduction

Significant shortages of competent supply chain workers negatively impact 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.

In this dimension “**Workforce development**” describes mechanisms for sourcing and recruiting, competency modeling and development, pre-service education, and in-service education.

Some of the basic elements needed to build an effective SC workforce are—

- Clearly defined educational pathways that result in recognized credentials
- Competency frameworks
- Comprehensive job descriptions
- Opportunities for continuing professional development
- Presence of coordinated SC curricula
- Local institutions able to deliver the curricula
- Regular schedule of trainings

Findings

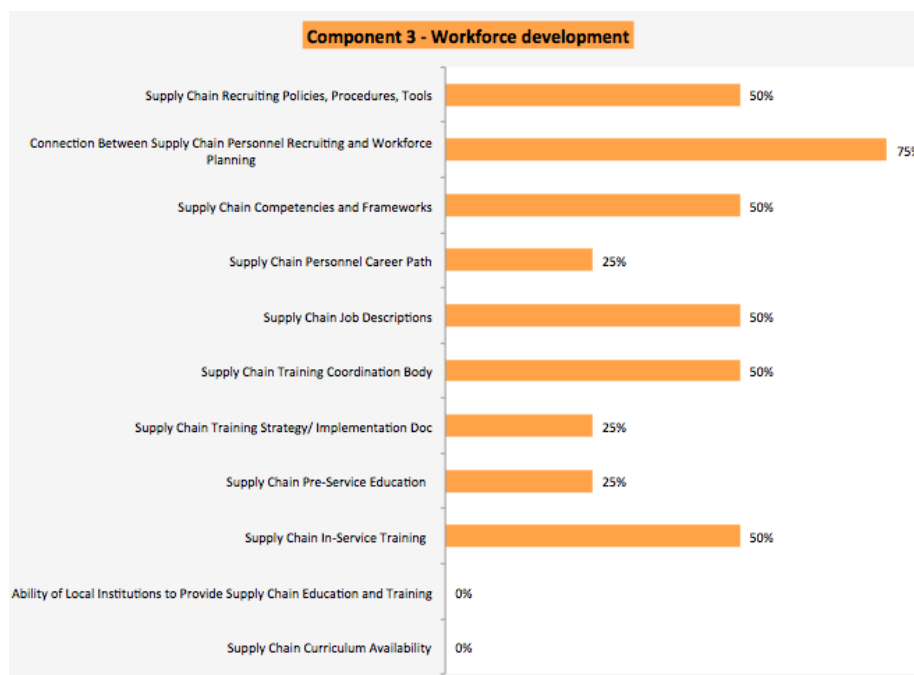
A general recruitment policy for public servants is available, but it does not include anything specific for supply chain management. A workforce plan that guides the number of staff needed to be recruited exists; but, in terms of supply chain specific qualification demand, a workforce plan does not exist.

There is a lack of graduates in SCM from the health science disciplines in the market, and most positions are filled by business studies graduates or any other disciplines. There is a general concept that pharmacists are responsible for SCM functions. In addition, SC tasks (i.e., procurement, forecasting, storage, data keeping, and transport) are conducted by distinct and, often, unrelated categories of staff. At the district level, SCM positions are storekeeper, dispenser, demographer, and statistician. The other responsibilities of SC are divided amongst other regular staff of PWD, which adds more workload to their primary roles. Such arrangements are not governed by any formal competency-based system.

Currently no professional SC cadre exists, therefore, there is no SC career path. Supply chain-specific job descriptions are available for the C&L Unit, which is responsible for the procurement of commodities for PWD. A few positions such as storekeeper, dispenser, demographer and statisticians also have their job descriptions as per their roles. PWD has its own training institute, RTI, as described earlier. The staff at RTI are trained as master trainers for LMIS, which they roll out during their in-service training with relevant staff. Currently, PWD does not have a formal/coordinated training plan or strategy for SCM. Regarding pre-service training, there is little supply chain coursework or university courses of study which provide SCM competency; it is however still required for graduating personnel who will have

supply chain responsibilities on the job.

Figure 7: Workforce development for PWD



Component IV- Performance Management for PWD

Introduction

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, embedded 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.

Dimensions in this building block are designed to assess the development of *Workforce Performance Management* activities intended to build and improve the performance of supply chain personnel. The Workforce Performance Management building block addresses the following five dimensions:

- Performance management policies, procedures, and tools
- Staff development plans
- Retention and performance incentives
- Supportive supervision guidelines and implementation
- Mentoring and coaching

Findings

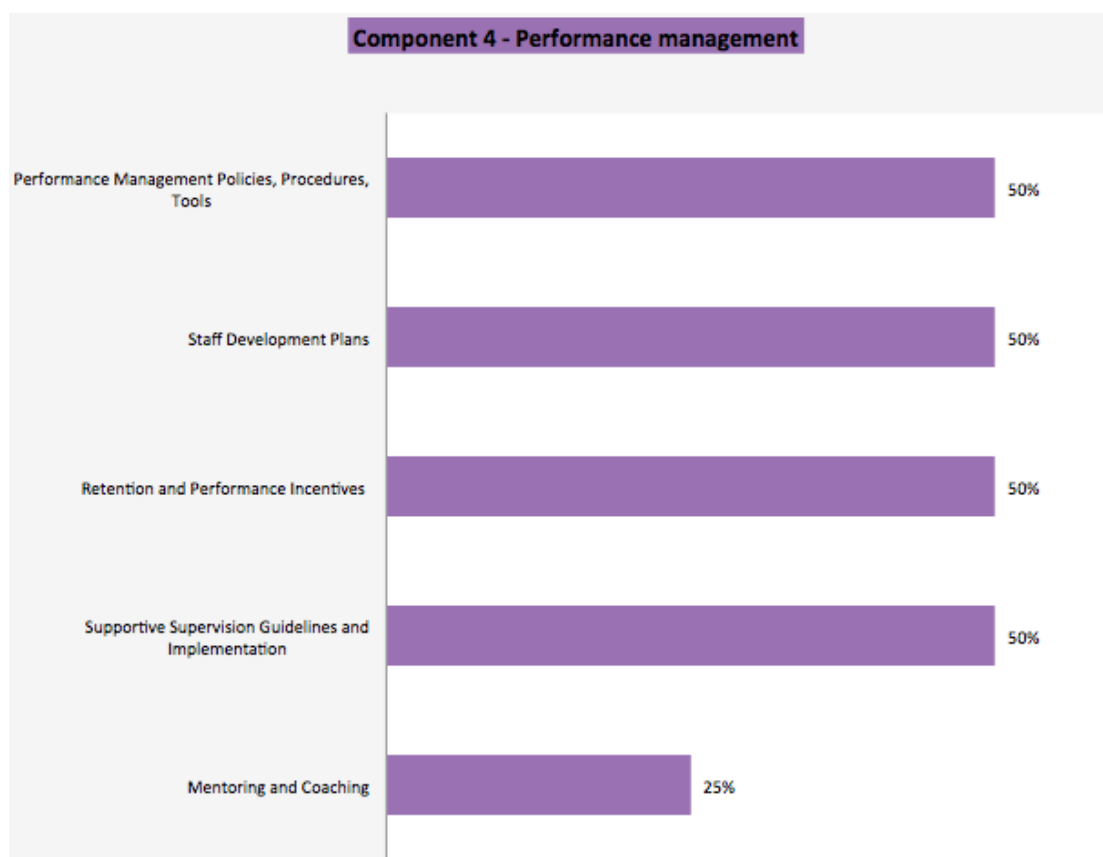
Figure 8 clearly shows that procedures and tools are reasonably developed within the PWD general

policies. On the whole, participants indicated that the performance appraisal system is too general (the current system that is applied to all public employees on an annual basis). Employees supposed to obtain pre-defined salary, increments, promotion and demotions as part of this appraisal system. In general, staff receive an incremental annual salary raise based on their salary scale and is not linked with their performance.

No specific coaching or mentoring system is currently in place that provides feedback and assistance to improve the performance or competency development of staff. An increased emphasis on implementing supportive supervision, as well as mentoring and coaching the staff would increase job satisfaction and help retain skilled staff

Participants identified performance development plans as a graded system, which is often linked to duration of service. However, formal performance development plans for all PWD workforce and specifically for SCM are not developed. Retention incentives do exist but are not competitive to the market. One method currently being used to promote staff retention is a policy which encourages staff to be appointed in their hometown if there are any available duty stations at the time. This policy is not linked to the performance management system. Supportive supervision is conducted informally, as there is a lack of any formal guidelines, plan, or policy in place at the moment.

Figure 8: Performance Management for PWD



Component V- Professionalization for PWD

Introduction

A profession is an occupation, practice, or vocation that requires mastery of a complex set of knowledge and skills gained through formal education and/or practical experience. It is more than a job; it is a career for someone who wants to be part of society and is willing to follow the ethical requirements of that specific profession. Generally, a professional body governs an organized profession. As professionals, public health supply chain workers ensure that medicines and other health commodities reach the people who need them. An effective public health supply chain requires specialized, competent, motivated, and well-supported personnel, who have sufficient knowledge and background in the supply chain of health commodities. Their skills will ensure the appropriate selection, forecasting, procurement, storage, and distribution of these commodities.

To improve the delivery of supply chain services, additional efforts must be made to professionalize supply chain roles and tasks through education and licensure, and the dimensions under the professionalization building block designed to assess the development of *Professionalization* efforts intended to formalize supply chain roles.

The professionalization building block has the following six dimensions:

- Supply chain license
- Supply chain certificate
- Supply chain coursework included in healthcare degree programs
- University degree program as pre-requisite for employment
- Supply chain role as a professional role
- Supply chain associations

Findings

Figure 9 shows that PWD professionalization of SCM in Khyber Pakhtunkhwa is the weakest of the HR building blocks. Forming a distinct profession and local association should be the advocacy groups' first step in building to support this important profession.

At the moment, SC licenses and SC certification program do not exist in Pakistan. There are no local chapters for international SC associations in KP.

As mentioned earlier, in Workforce Development, very few institutions have integrated SCM courses into their degree issuing programs of study. More institutions need to offer these courses, which should be supported by a well-articulated demand by the public sector.

The absence of a professional logistics and supply chain cadre with an associated career path also demonstrates weakness in this HR building block.

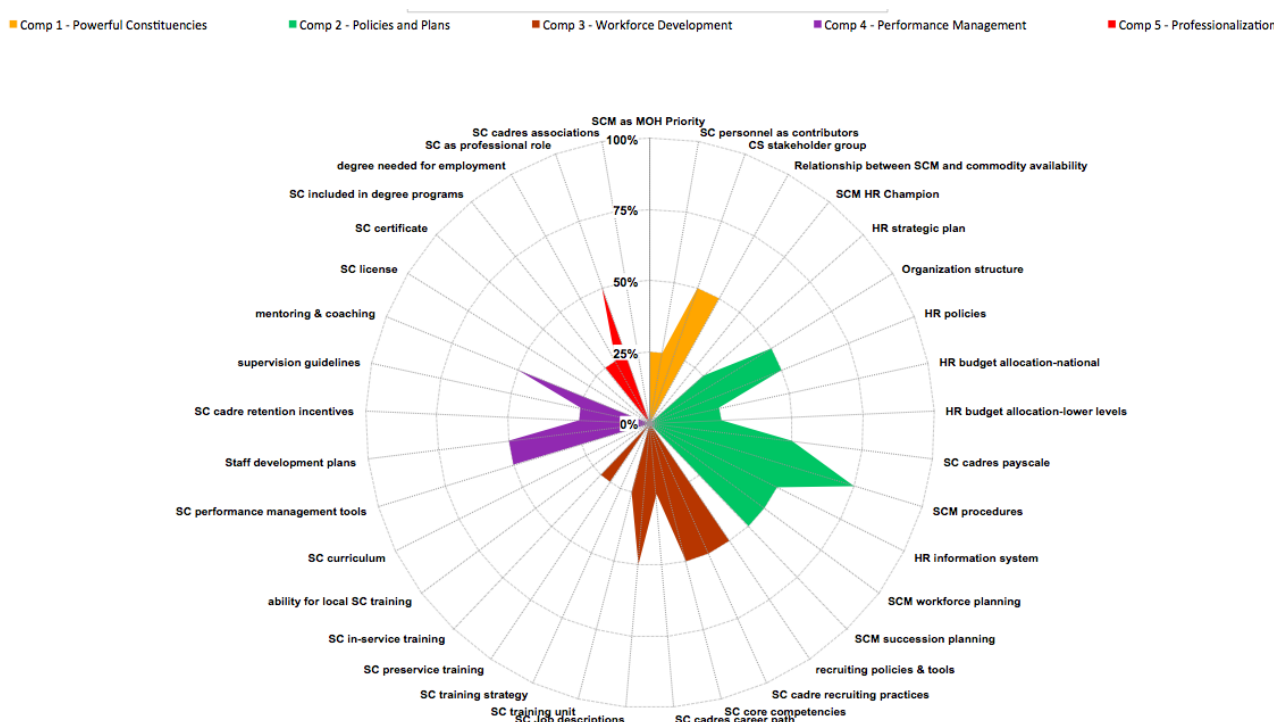
Figure 9: Professionalization



Results: Integrated Reproductive Maternal Newborn Child Health & Nutrition (IRMNCH) Program Department of Health

Figure 10 provides a visual ‘Dashboard Overview’ of the five HR building blocks assessed from the perspective of the IHP Department of Health, KP. The more colour for the building block the better developed the building block is against the desired assessment standard noted in the assessment tool. This dashboard is also provided in Annex 2.

Figure 10. Dashboard View of Human Resource for SCM of Integrated Health Project (IHP) Department of Health



An ‘Overview’ of each HR building block is provided in the previous section reporting on results for the Population Welfare Department, KP Province. A summary of relevant information for each of the five HR building blocks is presented below as ‘Findings’. Combined ‘Recommendations’ for each building block with consideration to both the FP and IHP supply chains at the end of this report.

Component I-Powerful constituencies for IHP DOH

Findings

Figure 11 summarizes the consensus amongst IHP-DoH personnel on the status of powerful constituencies at the provincial level. The IHP – DoH considers that without the allocation of funds, SCM does not seem a key priority of the department. Also, there is no advocacy forum where strategic issue of SCM could be raised. Participants rated this dimension as 25 percent.

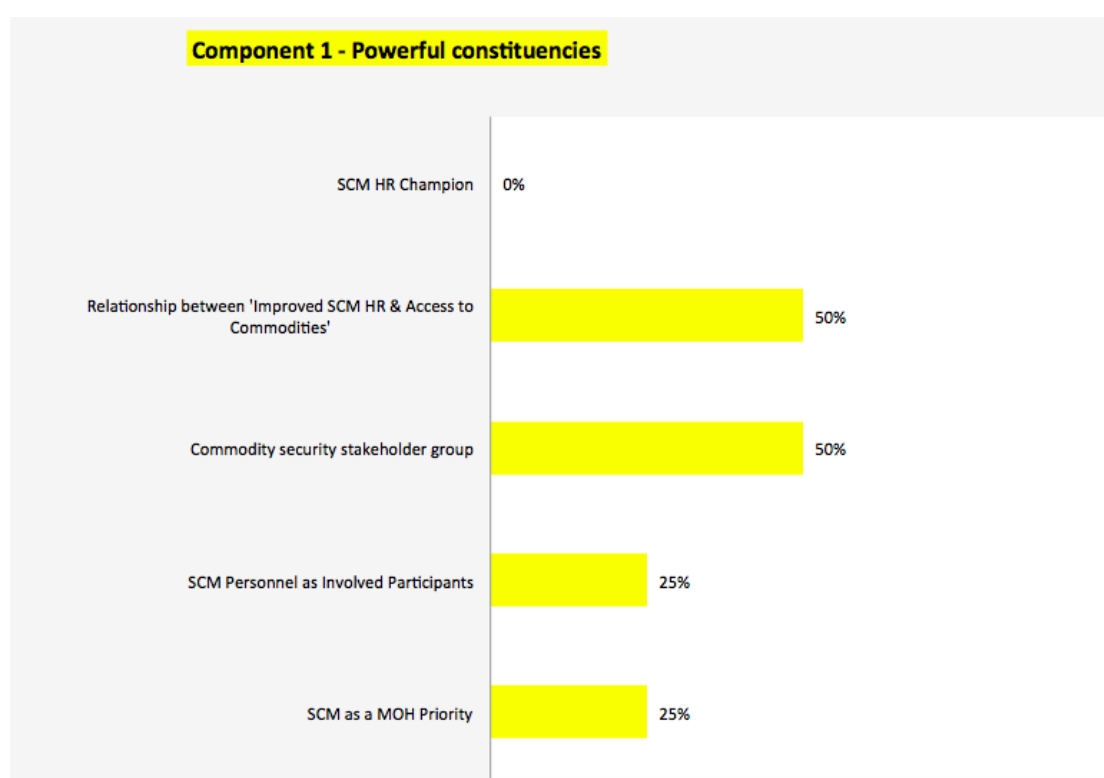
Participants could not identify any personnel with supply chain expertise who provides guidance and informs supply chain-related strategic, policy, programmatic, and funding decisions at the leadership level. Participants rated this dimension as 25 percent accordingly.

At the district and facility-levels, no formalized or institutionalized forums work specifically with commodity security concerns. Participants rated this dimension as 50 percent.

To ensure product availability, SC needs skilled people to perform various functions and tasks, such as product selection, forecasting, procurement of supplies, inventory control, warehousing and storage, transport and distribution, organizational support for logistics, financing, donor coordination, and commodity security planning. Government of Khyber Pakhtunkhwa has taken key important decisions in relation to human resource for SCM. One of these is to have a dedicated Procurement Cell at the provincial level. The DoH Director Procurement is the head of the Procurement Cell with 08 approved positions.

Participants rated SCM HR champion dimension as zero percent as they were unable to identify any senior level champions for human resource supply chain management with sufficient budget, tools, and authority; and who is also actively and fully empowered for the development of supply chain personnel.

Figure 11: Powerful Constituencies for IHP -DoH



Component II- Policies and Plans for IHP DOH

Findings

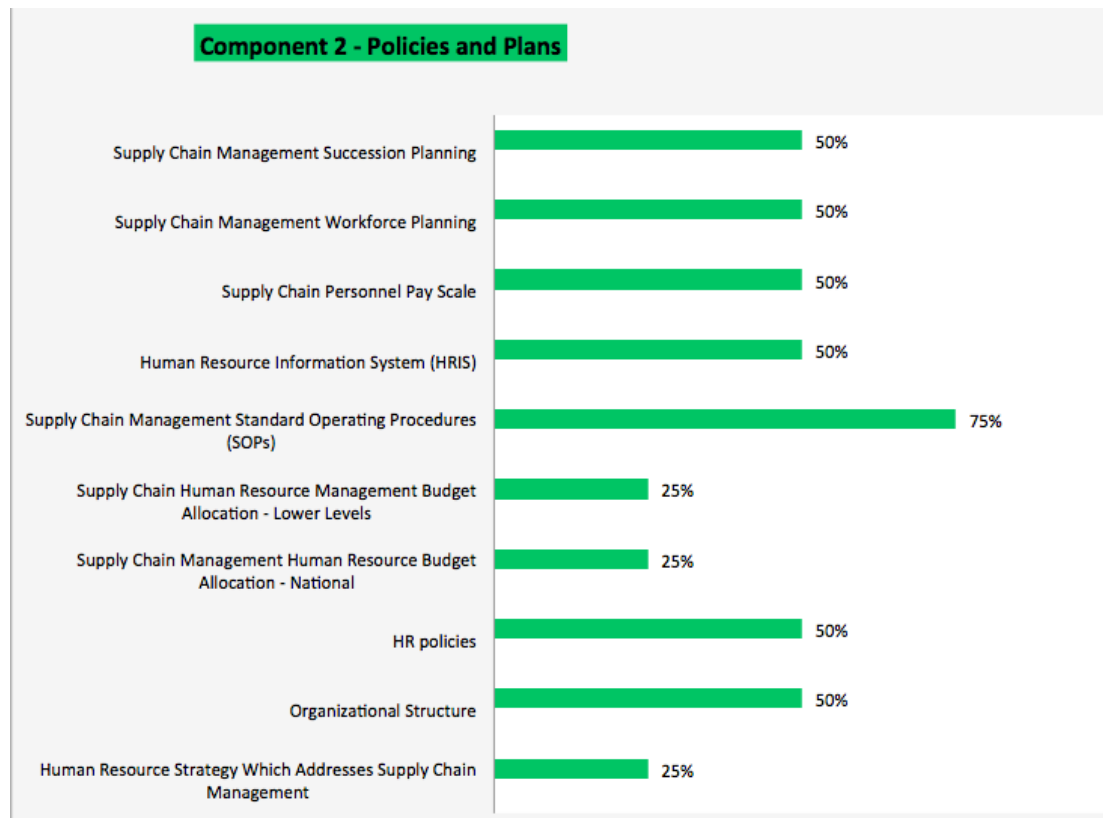
No strategic plan exists that addresses human resource requirements for supply chain functions and personnel. Participants rated this dimension as 25 percent. The IHP PC-I addresses some of the positions for the function of procurement at provincial level. The other SCM functions are not formally reflected in organizational structure. Participants rated this dimension as 50 percent. Although there are no defined Standard Operating Procedures (SOPs) for SCM; at IHP level PPRA rules for procurement do exist. The IHP program also has to comply with PPRA rules for the procurement of any commodity for MNCH. The PPRA rules are a uniform policy for all provincial-level government departments, and any irregularities identified in the procurement process may result in the disqualification of the respective supplier. Participants rated this dimension as 75 percent.

Workforce planning is part of the PC-I document which is updated on an annual basis. However, this planning is of a general nature and not specific to SCM. Participants rated this dimension as 25 percent. In terms of human resource policies, SCM-HR budget allocation, SCM pay scales, Human Resource Information System (HRIS), and succession planning for SCM, policies and procedures are weak. There are uniform policies for recruitment, retention and to manage HR performance that are applicable to all human resources employed by the government; however, these need to be strengthened in their application.

To guide performance management of personnel with specific responsibilities i.e. SCM, these policies are not as clear and as detailed as they should be. Currently there is no specific SCM structure that exists within the IHP program. At the moment, staff perform SCM responsibilities as an additional responsibility to their current position. This arrangement adds more workload that is unjust to their primary role. Participants rated these dimensions as 50 percent.

There is also no distinctive succession plan or policy for SC human resource which exists to ensure succession plan at any level. Participants rated this dimension as 50 percent.

Figure 12: Policies and Plans for IHP DOH



Component III- Workforce development for IRMNCH DOH

Findings

The overview provided by Figure 13 below clearly shows a number of gaps in SC workforce development. Participants uniformly identified the absence of SC training strategy as a weakness. From the perspective of human and institutional capacity development, training and education is one element of performance improvement. Aligning policies, processes, systems, and organizational culture to facilitate learning transfer would enable performance outcomes to be achieved.

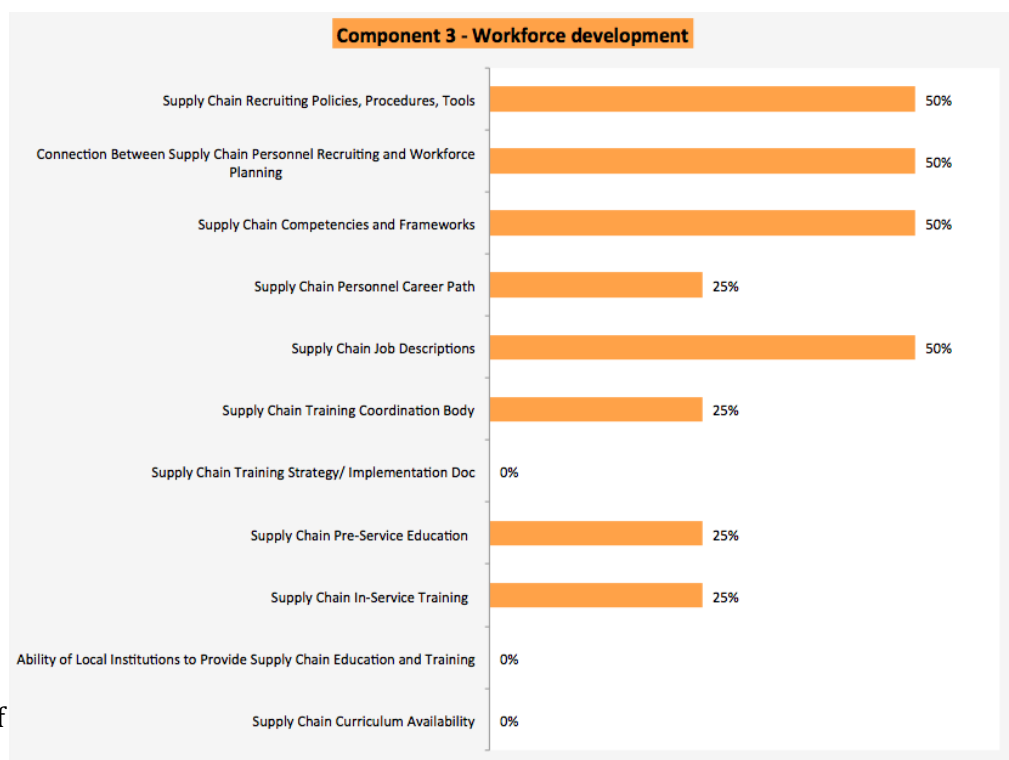
Although a general recruitment policy for public servants is available, it does not include anything specific to supply chain management. Therefore, a lack of SCM competencies are reflected at all levels where employees are performing dual responsibilities. Participants rated this dimension as 50 percent accordingly.

A workforce plan which guides the number of staff required to be recruited partially exists in the form of PC-I; however, due to budget constraints and a lack of graduates from the health science disciplines, it is neither defined nor followed. All new graduates are *recruited* to fill open positions. While it is generally accepted that pharmacists are responsible for SCM functions, the assessment team found that local understanding of SCM is limited only to the procurement of health commodities. Participants rated this dimension as 50 percent.

General HR policies govern all cadres in the IHP program and specifically, Supply Chain Core Competencies and frameworks do not exist at the moment. Similarly, no SC cadre exists; therefore, there is no SC career path. Supply chain-specific job descriptions are also not available. Storekeepers at district level, pharmacists, and procurement cell staff have job descriptions that include some supply chain tasks. Participants rated these dimensions as 50 percent.

SCM does not have a formal/coordinated training plan or strategy. Although there are general pre-service criteria for recruitment specific to the advertised job, these do not include any SC specific training. DoH also does not offer any specific SCM in service training.

Figure 13: Workforce development for IRMNCH DOH



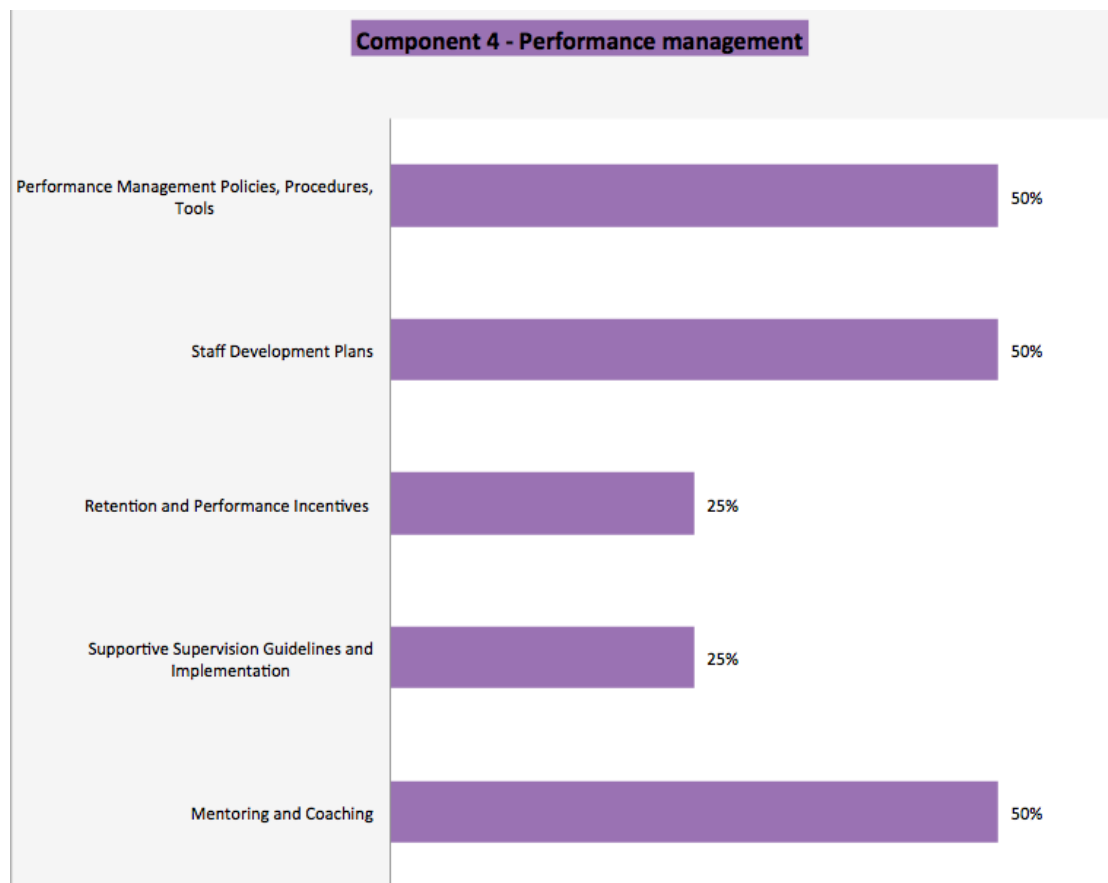
Component IV- Performance Management for IHP DOH

Findings

Figure 14 demonstrates the presence of general performance management policies procedures, tools, plans, and informal guidelines that are applicable to all human resource within DoH; however, these are not specific to SCM. Overall, participants indicated that the annual performance appraisal system that is applicable to all public employees is too general. Employees are expected to receive a pre-defined salary, increments, promotions, and demotions as part of this appraisal system. In general, staff receive an incremental annual salary raise, based on their salary scales, that are not linked to their performance. Currently, there is no coaching or mentoring system in place that provides feedback and assistance to improve staff performance. An increased emphasis on implementing supportive supervision, as well as mentoring and coaching the staff is necessary to increase job satisfaction and help retain skilled staff.

Participants identified performance development plan as a graded system, which is linked to their duration of service. However, formal performance development plans for IHP program work force specific for SCM should be developed. Retention incentives do exist, and although retention is an issue at the higher level, it is not a problem at the lower cadre level. However, there is no specific retention plan for SCM staff. Supportive supervision is done in an informal fashion, with no formal guidelines, plan or policy in place for mentoring and coaching.

Figure 14: Performance Management for IHP DOH



Component V- Professionalization for IHP DOH

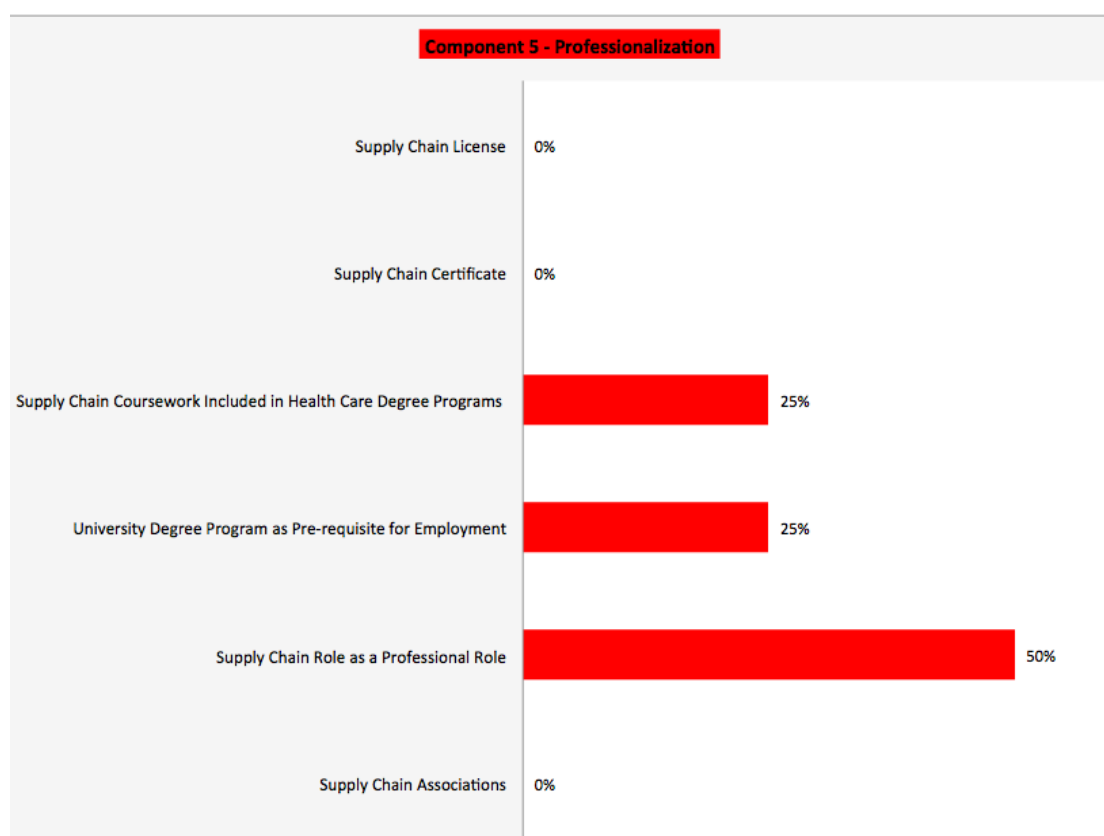
Findings

Figure 15 shows that IHP professionalization of SCM in Khyber Pakhtunkhwa is the weakest of the HR building blocks. At the moment, SC licenses and SC certification program do not exist in Pakistan. There are no local chapters for international SC associations in KP.

As mentioned earlier, in Workforce Development, very few institutions have integrated SCM courses into their degree issuing programs of study throughout the country. More institutions need to offer these courses, which should be supported by a well-articulated demand by the public sector.

The absence of a professional supply chain cadre and associated supporting education structures also demonstrate weakness in this professionalization building block.

Figure 15: Professionalization



Combined Recommendations for FP and IHP supply chains in KP

The following recommendations are drawn from the findings with regard to the five HR building blocks assessed in this report. The recommendations below have been reviewed with members of FP and IHP from the KP Provincial government and are presented here under each building block:

1. Powerful constituencies/Engaging Stakeholders:

- Advocate to the leaders in the department about the importance of supply chain. To make sure that the leaders understand the benefit of supply chain from monitoring, efficiency, and cost effectiveness perspective.
- Consider the expansion of the Provincial Procurement Cell to cover other SCM functional areas from a provincial perspective. This and other structural changes from integrating supply chains would create a more suitable environment for the introduction of a professional logistics cadre, due to the development of a career structure. (At department level how can we improve the professional approach to supply chain with consideration to the staff they already have? Is there a scope of creating a broader cell of supply chain than just creating a procurement cell for family planning and MNCH supply? Considering the fact that in addition to Family Planning and MNCH we have supply chain in other vertical programs as well i.e. HIV/AIDS, TB, and Hepatitis, etc. The broader cell of supply chain can take into account of other aspect of supply chain as well including warehousing, distribution, monitoring, training, etc. These are the questions that we postulate to consider.)

2. Policies & Plan:

- Develop a validated “Human Resource Strategy” for KP province to support systematic ongoing development activities. (This document forms the basis of such a strategy)
- Review existing job description & job specifications to ensure SCM competencies and required education and experience are embedded appropriately within JDs of all cadres involved in SCM.
- Ensure that Supply Chain Systems are optimized in order to improve the efficiency, documenting the “Standard Operating Procedure” (SOPs) for supply chain.
- Government should set standards for Supply Chain i.e. transport, storage, distribution, etc. These standards should be placed within specification documents for all health commodity outsourcing contracts.
- Planning department should ensure that there is sufficient budget to meet SCM needs, wages, education, supervision etc.

3. Workforce development:

- Validate a SCM competency framework for existing SCM cadres and the proposed professional logistics cadre (A draft has been prepared in association with this report and is available as a separate attachment)
- Develop a SCM education and training strategy and associated implementation plan to plan for the necessary improvements to SCM pre-service, in-service and orientation based SCM training in line with JD changes and proposed introduction of a professional supply chain cadre.
- There are a series of institutes that exist within each department. Training institute in Population Welfare Department is an example. Both departments could utilize the training service appropriate to other groups in the system. For instance, in service training for medicines, MNCH, Family planning and others.
- Consider the possibility of strengthening the JD for district supply chain management and develop the education to support this position.

4. Performance Management:

- Prepare a leadership succession plan for critical SCM positions.
- Review current performance management policy and ensure supervisors have competencies necessary to implement the revised policy.
- Review current retention practices with a view to implementing a staff retention policy in the near future.

5. Professionalization:

- Encourage the Pakistan Pharmacists Association to introduce SCM as a professional competency set for pharmacists.
- Consider introducing an IAPHL chapter or other mechanism to create professional community around existing SCM staff at all levels of the supply chain.
- Explore 'Whole of Market; approach for HR in SCM more broadly with GHSC-PSM as a catalyst for research in this area.
- Consider the introduction of a professional logistics cadre in KP. (A professionalization plan on what such a cadre would look like and the associated career path is provided in the following section of this document)

Component VI- Professionalization Plan for Family Planning and IRMNCH

Introduction

As outlined in the preceding sections, given the results of the PWD and IRMNCH HR assessment, there is a definite need to progress the professionalization of SCM within the health system of KP. This assessment has clearly demonstrated the need to not only increase the capacity of current health care workers involved in commodity security in these health thematic areas, but it has also highlighted the need to create a competent cadre of health supply chain professionals for managing/providing services efficiently, through human resource development and capacity building of service providers. In this regard, a professionalization plan for Family Planning and IRMNCH is required, which supports both¹:

- I. Improving the professional approach of existing cadres involved in SCM
- II. Proposed introduction of a separate logistics cadre

Stakeholder meetings conducted with PWD and DOH officials provided an understanding of the current state of human resources involved in the reproductive health and IRMNCH&NP supply chains. The following section lays out the current supply chain management structure for FP and IRMNCH&NP.

Current FP and IRMNCH SCM structure with associated cadres

Structure of FP and IRMNCH &NP supply chain in KP Province

Khyber Pakhtunkhwa FP Commodities - IHP

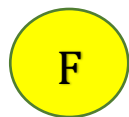
1. **Integrated Health Project (IHP)** is responsible for annual FASP, Logistics Officer is responsible for the task
2. **Procurement** process is initiated by IHP and Procurement Cell at DGHS, which completes the prequalification of firms process
3. **Tender** is floated by Directorate General Health services which also issues final supply orders
4. **Commodities** are supplied to the Central Warehouse Karachi (An entity under control of Population Program Wing of MoNHSRC) by the manufacturers
5. Supplied to district stores directly through a third party hired for transportation
6. Facility based staff and outreach staff collects commodities from district stores by themselves on monthly basis

FP Commodities – Population Welfare Department

1. **LMIS Cell** at Director General Population Welfare is responsible for annual FASP, with a deputy director notified as focal person for procurement process.
2. **Procurement** process is initiated by Procurement Unit under the Director A&P (Administration and Procurement) at Directorate General which completes the whole process and issues final supply orders
3. **Commodities** are supplied to the Central Warehouse Karachi (An entity under control of Population Program Wing of MoNHSRC) by the manufacturers
4. Supplied to district stores directly through built system
5. Facility based staff and outreach staff are provided commodities by the district Population Welfare Office on a monthly basis.

¹ Key health supply chain documents and reports consulted include: 1. Logistics Competencies, Skills, and Training. A GLOBAL OVERVIEW. World Bank study. 2017 Alan McKinnon, Christoph Flöthmann, Kai Hoberg, and Christina Busch; 2. Concept Note, Human Resource Development Strategy for Governments of Punjab & Khyber Pakhtunkhwa, GHSC-PSM Pakistan 2017; NATIONAL HEALTH VISION, Pakistan, 2016-2025

Key



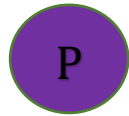
Forecasting &
supply planning



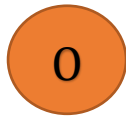
Local
Purchasing



Warehousing



Procurement



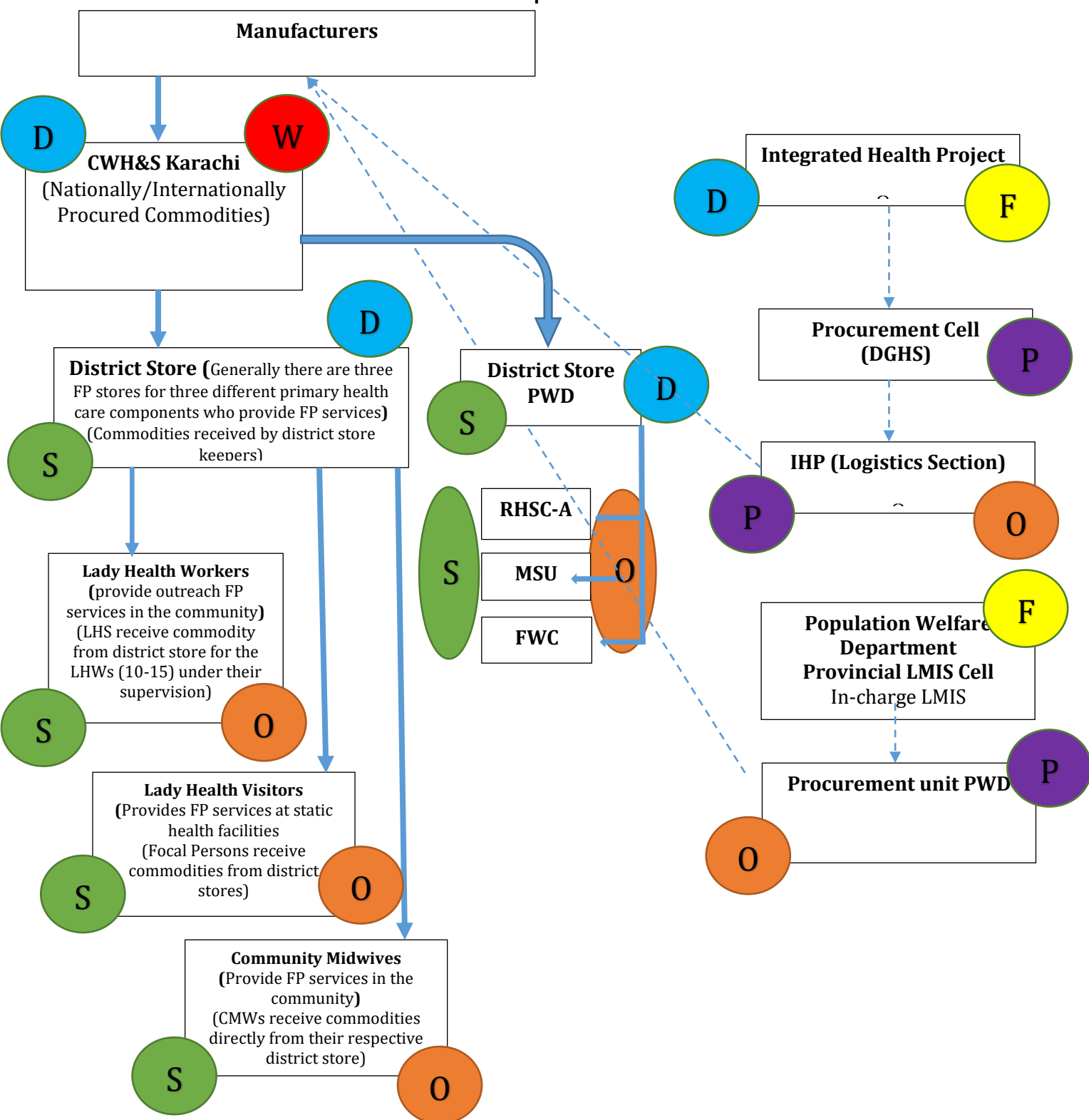
Ordering



Storage &
supply
management

Distribution

Khyber Pakhtunkhwa FP Commodities - MNCH& LHW Program (IHP) & Population Welfare Department



MNCH Products – IHP (Integrated Health Program)

IHP mainly procures MNCH products for CMWs, LHWs and primary level static health facilities

1. **Provincial IHP** is responsible for annual FASP
2. **Procurement** process is initiated by Logistics section at IHP, which completes the prequalification of firms
3. **Tender** is floated by the Logistics Section of IHP who issues final supply orders
4. **Commodities** are supplied to the IHP office by the manufacturers
5. Supplied to district stores directly through a third party hired for transportation
6. Facility based staff and outreach staff collect commodities from district stores by themselves on monthly basis

MNCH Products - DHO

District Health Officers (25 DHOs) in KP also procures MNCH products for primary level health facilities (BHUs, RHCs & THQ's)

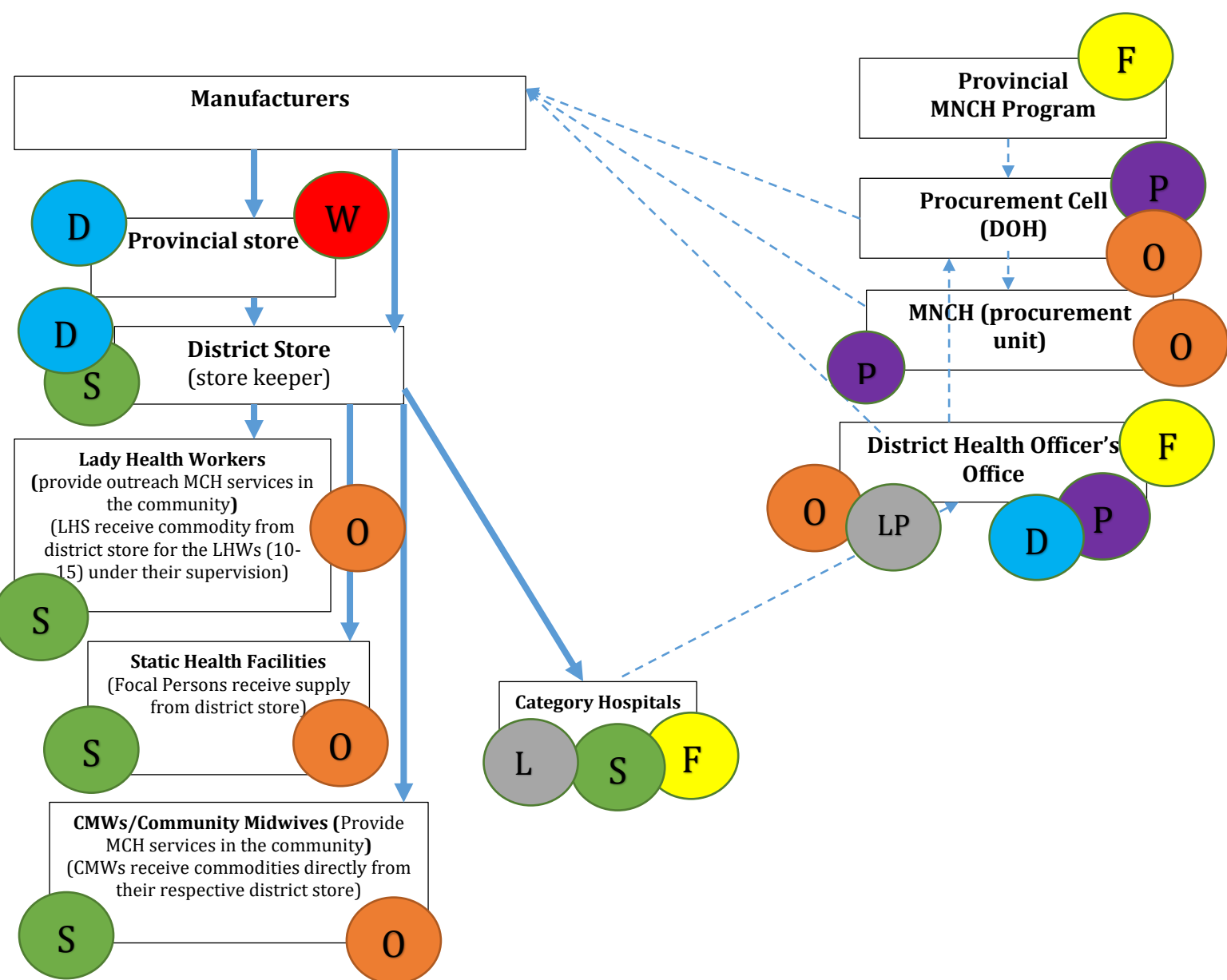
1. **DHOs** are responsible for annual FASP
2. **Procurement** process is initiated by MCC at DGHS, which completes the whole process and issue a Central Rate Contract to all qualified bidders
3. **DHO** place orders to the qualified firms as per list provided by MCC
4. **Commodities** are supplied to the districts stores by firms
5. Facility based staff collects commodities from district stores by themselves on monthly basis

MNCH Products - (Provincial MNCH Program)

MNCH Program in Khyber Pakhtunkhwa also procures MNCH products for CMW's

1. **MNCH Program** at provincial level is responsible for annual FASP
2. **Procurement** process is initiated by Logistics Section at Provincial MNCH Office, which completes the whole process and issue supply orders to all qualified bidders
3. **Commodities** are supplied to the Provincial MNCH office at Peshawar and at district stores as well.
4. From Provincial MNCH office products are directly supplied to each district MNCH office in Khyber Pakhtunkhwa

Khyber Pakhtunkhwa MNCH Products – MNCH & NP (IHP), DOH (P&SHC Facilities)



F Forecasting & supply planning

P Procurement

L Local Purchase in case of stock out, emergency purchases

O Ordering

W Warehousing

S Storage & supply management

D Distribution

SCM role descriptions of cadres involved in SCM in the health sector

The current health supply chain system for FP and IRMNCH products involves four main categories of staff that require SCM competencies within the health supply chain of KP Province. The system is complex but if the current system is to be maintained then the following SCM scope and associated education should be in place for these staff categories as follows (These more specialized health supply chain logistics roles would be further supported by technical staff in the areas of finance, drivers, forklift drivers etc):

a. SCM Functional Specialist

These roles are positions that focus on specific supply chain functional areas within the Department of Population Welfare and Primary and Secondary Health Care Department (e.g. Procurement cell, procurement unit, Family planning advisor), as well as MSD Lahore (warehouse manager), CWH&S Karachi (warehouse manager). SCM Functional Specialists may also be present at large provincial hospitals.

The functional areas include: procurement, warehousing, distribution, supply chain management, and Management Information Systems (MIS). At this level, operational, managerial and strategic competencies are required, with both experience (5-10years) and specialized education (relevant post-graduate masters or international certification), suitable to the specific functional area. Such experience or education would build on existing base line bachelor's degree.

Expanded definitions of some SCM specialist positions appear below:

Procurement specialists oversee and manage nearly every aspect of the purchasing of equipment, materials, and products in a business. Their duties are quite diverse and can vary dramatically depending on the size and nature of their company and include: Forecasting and Supply Planning, Purchasing and Managing Inventory, Record Keeping, Negotiate Contracts, Maintain Client Relationships, Assess Financial Performance of Products.

Warehousing specialists ensure that the daily functions and procedures of warehouses, such as distribution centers for manufacturers and retailers, run smoothly and efficiently. From shipping and receiving to maintaining inventory, the Warehouse Specialist must keep close tabs on all facets of warehouse operations including: Oversee Shipping and Receiving, Organize Storage Areas, Monitor Inventory

Distribution specialists facilitate the receiving and distribution processes in the warehouse. They are in charge of: completing orders, from preparation to shipment, distribution planning, delivery optimization.

Supply chain management or logistics specialists work in a supervisory capacity, overseeing a variety of different employees and departments within the supply chain to ensure that the overall process runs smoothly. They analyze and coordinate the logistical functions of a firm or organization. They have the 'end to end' responsibility for the functioning of the supply chain. They are responsible for the entire life cycle of a product, including acquisition, distribution, internal allocation, delivery, and final disposal of resources.

Management Information Systems (MIS) specialists are informational technology experts who plan and supervise the operations of information systems, data processing and analysis activities. They determine: computer hardware and software requirements, evaluate the usefulness of new equipment options, ensure the quality of data in the system, analyses data for decision making.

b. Pharmacist

Pharmacists working in health service delivery points such as hospitals and health supply chain facilities, and at regional, provincial or district stores need to have broad operational and managerial competencies across all SCM functional areas relevant to the KP health supply chain system. Pharmacist should complete a bachelor's degree level education which includes relevant SCM education as a base level requirement for pharmacist who may enter into supply chain management roles. This base SCM training should be enhanced through continued professional development (in-service). Minimal SCM education would be a SCM subject equivalent to one quarter of a semesters bachelor education with associated site visits and practical experiences. (30 credit point unit).

c. District Store Keeper, Pharmacy Technicians

District store keepers currently engage in 'storage and supply management', and 'distribution competencies' while it is understood that 'Pharmacy technicians' where present in health service delivery points such as hospitals and health supply chain facilities, and at regional, provincial or district stores need to have broad operational and managerial competencies across all SCM functional areas relevant to the KP health supply chain system. District Store Keepers should complete certificate level training consistent with their competency areas. Pharmacy technicians should complete certificate or diploma level education which includes relevant SCM education as a base level requirement for pharmacy technicians. Minimal SCM education would be a SCM subject equivalent to one quarter of a semesters bachelor education with associated site visits and practical experiences.

d. Other Health Cadres (Doctors, nurses, midwives, laboratory technicians)

All health cadres that work within the health system of KP should have a general understanding of SCM requirements as they may relate to their healthcare role. These SCM competencies are operational in nature, unless they progress to a SCM specific position. Minimal SCM education would be a SCM education equivalent to 30hrs within an existing health administration subject with associated site visits and practical experiences up to a full 30 credit point unit subject.²

² For more details regarding the skills, knowledge and attitudes required by each of the four cadres noted here, refer to the separate attachment Health Supply Chain Competency Framework for KP: SCM functional specialists, pharmacists, pharmacy technicians, health cadres (nurses, doctors, lab technicians etc).

Recognizing SCM specialization through international credentialing or Master's courses

The following SCM education system is put forward that meets the local needs of the health system of KP to increase SCM competency among existing health cadres. The strategy consists of:

- a. Recognizing SCM specialization through international credentialing or Master's courses**
- b. Improve and/or introduce a logistics and supply chain component within existing health courses**
- c. Continued professional development building towards professional certification**

As a result, with time there would be a balanced distribution of professionals with various levels of knowledge in the management of the supply system, in order to address growth in the country's needs. This hierarchy of education and career path allows for staff to specialize in logistics and SCM.

(NB. It should be noted here that moving toward the introduction of a professional logistics cadre is the medium to long term aim and these suggestions for improving current SCM competency in health cadres should be seen as an interim measure)

A SCM functional specialist has advanced competences in specific functional areas such as: procurement, warehousing, distribution, supply chain management, and management information systems (MIS) specialists. Such individuals have operational, managerial and strategic competencies within their specialized area. Such specialization is recognized within the HR structure with experience and either academic Masters or professional accreditation in a particular functional area.

a. Academic Masters in SCM

Such academic Master's degrees may take the form of a specific health supply chain Master's degree or either a supply chain Master's degree or Master's in Business degree with a major in the relevant specialist area.

KP is in a position to drive this system in order to move forward its implementation. Institutions exist with experience and lessons learned from other technical Master's degrees that can be applied in the design of the Master's degree in Logistics (for example, University of Health Sciences Lahore and other universities offering business studies).

Example of a two-year professional Health Supply Chain Management Master's degree curriculum

Module	Module Title	Year of Study	Semester
1	Introduction to Health Supply Chain Management	Year 1	1
2	Health Products, Technologies Selection, Quantification, and Procurement		1
3	Health Products and Technologies Storage and Distribution		1
4	Introduction to Human Resources Management		1
5	Field Attachment		1
6	Equipment Management		2
7	Resources Management	Year 1	2
8	Leadership and Personal Management		2
9	Strategic Procurement		2
10	Field Attachment		2
11	Applied Research Methods	Year 2	3
12	Optimization of Health Supply Chain Systems		3
13	Integration of New Technologies in Health Supply Chain Systems		3
14	Field Attachment		3
15	Applied research project	Year 2	4

b. Professional SCM functional area accreditation

Internationally supply chain management functional area specialization is offered through a number of professional associations. Such professional credentials are available for health supply chain personnel to pursue up to a specialization level. The following table outlines a number of these credentials offered by international associations.

Specialization	Examples of Organization offering internationally recognized professional credentials
Procurement	Chartered Institute of Procurement and Supply https://www.cips.org/en/Qualifications/About-CIPS-Qualifications/
Supply chain management	Council of Supply Chain Management Professionals https://cscmp.org/CSCMP/Certification/SCPro_Certification_Overview/CSCMP/Certify/SCPro_Certification_Overview.aspx
Logistics and Distribution	Chartered Institute of Logistics and Transport https://ciltuk.org.uk/Qualifications/Qualificationsweoffer/RegulatedQualifications.aspx https://ciltuk.org.uk/Qualifications/Qualificationsweoffer/AccreditedQualifications/Humanitarian.aspx APICS https://www.apics.org/credentials-education/credentials/cltd SAPICS http://www.sapics.org/education/international-certifications/exam-dates-and-pricing/
Process Improvement	Lean Six Sigma http://www.leansixsigmainstitute.org/

Improve and/or introduce a logistics and supply chain component within the existing health courses

Logistics modules should be included within the courses of any health personnel that have a responsibility for medicines logistics and supply chain. Such courses include hospital administration, pharmacy, nursing, doctors, lab technicians etc. Such an approach should be 'needs-based', ensuring the curriculum reflects the KP context, and work applicable, be sufficiently practical in nature that the competencies developed can be directly applied to the workplace of the respective health professional.

An example of a comprehensive module suitable for hospital administrators, pharmacists and pharmacy technicians appears below:

Introduction to health supply chain logistics and management 3 credit Unit for Bachelor degree		
Week Number	Topic	Student Hours*
1	Introduction to Health Logistics Systems	10
2	Logistics Management Information Systems	10
3	Health Commodity Storage and Distribution	10
4	Cold Chain	10
5	Assessing Stock Status	10
6	Inventory Control Systems	10
7	Site Visit	10
8	Mid-course review	10
9	Assessing Stock Status at Any Level	10
10	Analyzing LMIS Data	10
11	Assessing Logistics Systems	10
12	Quantification of Health Commodities	10
13	Procurement	10
14	Monitoring and Evaluation	10
15	Rational use of medicines, pharmacovigilance and the importance of supply chain	10
16	Review	10
	TOTAL	160hrs
*The overall level of effort required by the student per week that includes: pre-reading, face to face or online sessions, practical, self-study and assignment preparation		

An example of an overview health supply chain unit of work suitable for nurses, midwives, lab technicians etc appears

Introduction to health supply chain logistics and management		
Week Number	Topic	Student Hours*
1	Introduction to Health Logistics Systems	3
2	Logistics Management Information Systems	3
3	Health Commodity Storage and Distribution	3
4	Cold Chain	3
5	Assessing Stock Status	3
6	Inventory Control Systems	3
7	Analyzing LMIS Data	3
8	Quantification of Health Commodities	3
9	Monitoring and Evaluation	3
10	Rational use of medicines, pharmacovigilance and the importance of supply chain	3
	Total hrs	30
*The overall level of effort required by the student per week that includes: pre-reading, face to face or online sessions, practical, self-study and assignment preparation		

Example of a two-year Pharmacy Technician certificate/diploma

YEAR 1

BLOCK ONE (10 WEEKS OR 600 HOURS)	BLOCK TWO - Classroom (20 WEEKS; 1 SEMESTER or 600 hours)	BLOCK THREE District Hospital Practical (20 WEEKS; 1 SEMESTER or 600 hours)
1. Anatomy & Physiology (50 hrs)	1. Anatomy & Physiology (50 hrs)	
2. Microbiology (30 hrs)	2. Pharmacology (70 hrs)	
3. Chemistry (30 hrs)	3. Intro. to Pharmaceutics (50 hrs)	1. Intro. to Pharmaceutics (50 hrs)
4. Pharmacology (50 hrs)	4. Medicines & Medical supplies Management (50 hours)	2. Medicines and Medical Supplies Management (50 hours)
5. Intro. to Pharmaceutics (50 hrs)	5. Pharmacy Law and Ethics (30 hours)	
6. Medicines and Medical Supplies Management (50 hrs)	6. Communication & Counseling (20 hrs)	
6. Communication & Counseling (20 hrs)	7. Basic Computer Skills (30 hrs)	
7. Basic Computer Skills (30 hrs)		

YEAR 2

SEMESTER 3 - Classroom	SEMESTER 4- Health Center Practical
1. Basic Principles of Community Health (40 hrs)	1. Pharmacy Law and Ethics (10 hrs)
2. Health Center Management (40 hrs)	
3. Medicines and Medical Supplies Management (50 hrs)	2. Medicines and Medical Supplies Management (50 hrs)
4. First Aid (10 hrs)	
5. Psychology (5 hrs)	
6. Sociology (10 hrs)	

The curriculum of health care cadres should be systematically reviewed against the supply chain competencies required by that cadre and updated accordingly. A draft supply chain competency framework for health personnel in KP accompanies this submission.

Although it is important to have logistics subjects within the training of health professionals, this approach is not comprehensive, since at most it will be able to raise awareness and provide very basic knowledge of logistics to a few health professionals. This kind of training will not achieve the development of competencies that will improve the performance of the supply chain. It will also be insufficient to develop a professional specialty within the KP health system.

Continued professional development building towards professional certification

One-off training events (in-service) are aimed at acquiring specific skills. In themselves they do not build or strengthen the health system, nor reinforce the supply chain with the competencies and innovation that they need in order to adapt to the new realities. For this reason, it is possible to design a series of in-service modules that can be taken separately by participants to gain specific SCM skills but as a participant accumulates modules they also progress towards the requirements of a health supply chain certificate or diploma. The delivery of such modular in-service training requires rigorous quality standards for delivery, and an assessment framework. Such a system is usually associated with delivery through or supervision by a recognized professional association or academic institution.

Professional SCM in-service modules that may articulate to a professional certificate or diploma		
Module	Topic	Participant*
1	Overview of health Supply chain systems	30
2	Logistics Management Information Systems	30
3	Cold Chain, Health Commodity Storage and Distribution	30
4	Warehousing systems	30
5	Inventory Control Systems	30
6	Analyzing LMIS Data	30
7	Assessing Logistics Systems	30
8	Quantification of Health Commodities	30
9	Procurement	30
10	Monitoring and Evaluation	30
11	Rational use of medicines, pharmacovigilance and supply chain	30
12	Executive leadership	30
*Completion of 150hrs (five modules), would constitute a formal certificate in health supply chain management		

As an alternative, some of these modules could also be delivered as an online module. For example, the 'Overview of health supply chain systems' module below.

Overview of health supply chain systems (Online module)		
Week Number	Topic	Student Hours*
1	Introduction to Health Logistics Systems	3
2	Logistics Management Information Systems	3
3	Health Commodity Storage and Distribution	3
4	Cold Chain	3
5	Assessing Stock Status	3
6	Inventory Control Systems	3
7	Analyzing LMIS Data	3
8	Quantification of Health Commodities	3
9	Monitoring and Evaluation	3
10	Rational use of medicines, pharmacovigilance and the importance of supply chain	3
	Total hrs	30
*The overall level of effort required by the student per week that includes: pre-reading, face to face or online sessions, practical, self-study and assignment preparation		

Proposed FP and IRMNCH SCM structure to support introduction of professional supply chain logistics cadre

Proposed FP and IRMNCH SCM Structure for KP

To successfully introduce a professional supply chain logistics cadre and associated career path it is suggested that the current FP and MNCH supply system be consolidated to ensure the required SCM professional competencies can be nurtured in a professional supply chain logistics career. A suggested framework appears below.

Proposed structure:

Provincial procurement and logistics cell

This cell would be an extension to the current 'procurement cell' overseeing all SCM functional areas for the province. Including: Forecasting and Supply planning, Procurement, Ordering, Warehousing, LMIS, and Distribution for all commodities. Such a cell would contain the SCM expertise that would be accessed by all departments within health but would liaise with various program expertise (e.g. FP, MNCH & NP) for specific commodity groups.

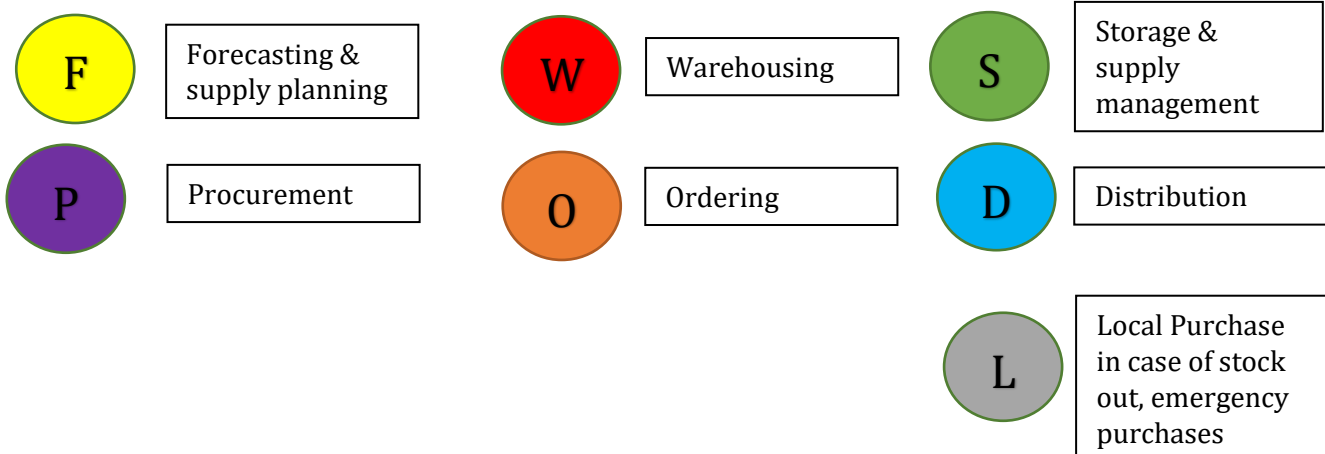
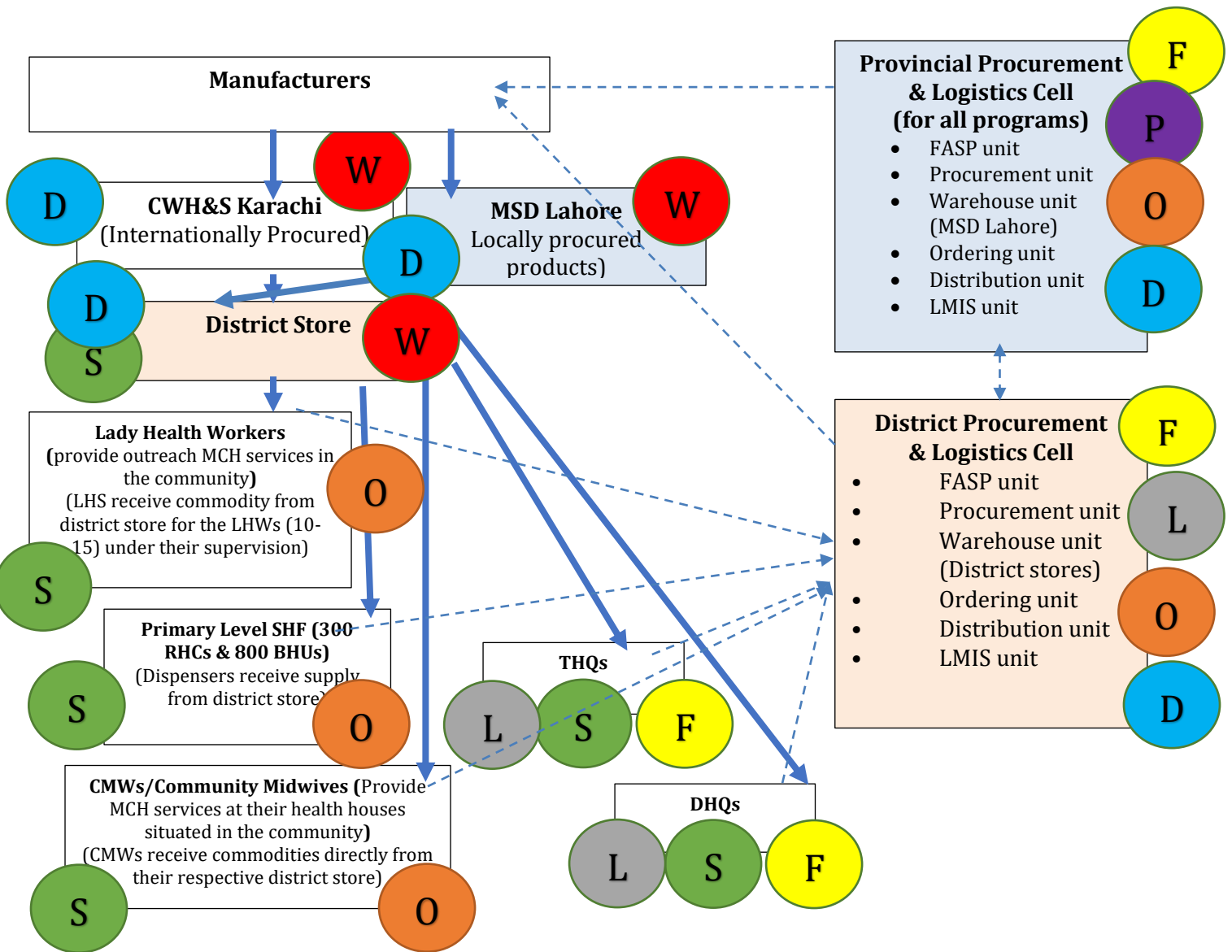
District procurement and logistics cell

This cell would bring together district stores functions of Warehousing, Storage and Distribution) with the district functions of: Forecasting and Supply planning, Procurement, Local Procurement, Ordering and LMIS. Such a cell would contain the SCM expertise that would be accessed by all departments within the district and support all health facilities in their SCM activities. Such a cell would liaise with various program expertise (e.g. FP, MNCH & NP) for specific commodity groups.

Suggested approach for consolidating KP FP and RMNCH commodity supply chains

1. **Provincial procurement and logistics cell is responsible for** annual FASP for all commodity groups with consultation from specific program expertise e.g. PWD and MNCH & NP. **District procurement and logistics cell** provides relevant LMIS data and is engaged with the process.
2. Procurement process is initiated by **Provincial procurement and logistics cell** which completes the prequalification of firms process
3. Tender is floated by the **Provincial procurement and logistics cell** who issues final supply orders
4. Commodities are supplied to the Central Warehouse Karachi (An entity under control of Population Program Wing of MoNHSRC) and Medical Store depot of **Provincial procurement and logistics cell** by the manufacturers
5. Supplied to district stores directly through a third party hired for transportation
6. Facility based staff and outreach staff collects commodities from district stores by themselves on monthly basis

KP Consolidated FP and MNCH Products In Professional logistics and supply chain structure



Professional logistics cadre that could be applied across health supply chains within KP

In its simplest term 'supply chain' is defined as 'the sequence of processes involved in the production and distribution of a commodity'. Effective supply chains are crucial for every industry and require sufficient numbers of competent human resources for development and sustainability. In KP, fast moving goods, agriculture, building industry and health are examples of where staff from a logistics and supply chain cadre should be deployed. The logistics and supply chain competencies required by such a cadre are very similar across industries. With the knowledge that such cadres need to have a specific understanding of the special ordering, storage and distribution requirements for any specific commodity group.

The current FP and MNCH supply systems would need to be restructured to support the introduction of professional logistics cadre over time. Three main categories make up a professional logistics cadre within the 'technical and professional' career structure (This professional logistics cadre would be further supported by technical staff in the areas of finance, drivers, forklift drivers, etc.):

a. SCM Functional Specialist

These roles are positions that focus on specific supply chain functional areas with government ministries or the private sector at a central, regional or provincial level. Such specialist positions may also be present within specific logistics and supply chain focused departments or private sector business. The functional areas include: procurement, warehousing, distribution, supply chain management, and performance improvement. At this level, operational, managerial and strategic competencies are required, with both experience (5-10years) and specialized education (relevant post-graduate masters or international certification), suitable to the specific functional area. Such experience or education would build on existing base line bachelor's degree or extensive work experience (15-20yrs). See 2.2.1. for more detail regarding the definition of different functional specialists.

b. Mid-level logistician

Mid-level logisticians would work within facilities such as hospitals, schools, industry compounds, and at regional, provincial or district warehouses, stores or distribution hubs. They need to have broad operational and managerial competencies across all SCM functional areas with a working knowledge of the commodities they are working with. A mid-level logistician should complete SCM education at a bachelor's degree level with associated site visits and practical experiences.

c. Logistician Technician

Logistician technicians would work within facilities such as hospitals, schools, industry compounds, and at regional, provincial or district warehouses, stores or distribution hubs. They would usually work under the supervision of a 'Mid-level logistician' or "SCM Functional Specialist'. Logistician technicians need to have broad operational knowledge and skills relevant across a variety of SCM functional areas. Logistician Technicians should complete certificate or diploma level education with a heavy emphasis on site visits and practical experiences to develop work ready skills in SCM.³

³ For more details regarding the skills, knowledge and attitudes required by each of the four cadres noted here, refer to the separate attachment Logistics and Supply Chain Competency framework for KP: SCM functional specialists, mid-level logisticians, logistic technicians.

Education approach to support specific logistics and supply chain cadre

Consistent with introducing a professional logistics supply chain cadre is the supporting education framework at three levels:

- **Post graduate SCM functional specialization**
- **Bachelor level SCM degree**
- **Certificate level SCM**

Post graduate SCM functional specialization

A SCM functional specialist has advanced competences in specific functional areas such as: procurement, warehousing, distribution, supply chain management, and performance improvement. Such individuals have operational, managerial and strategic competencies within their specialized area. Such specialization is recognized within the HR structure with experience and either academic Masters or professional accreditation in a particular functional area. (N.B. This is the same specialization approach that was previously recommended for developing SCM specialization for health cadres.)

a. Academic Masters in SCM

Such academic Master's degrees may take the form of a specific supply chain Master's degree or either a supply chain Master's degree or Master's of Business degree with a major in the relevant specialist area.

Example of a two-year professional Health Supply Chain Management Master's degree curriculum

Module	Module Title	Year of Study	Semester
1	Introduction to Health Supply Chain Management	Year 1	1
2	Health Products, Technologies Selection, Quantification, and Procurement		1
3	Health Products and Technologies Storage and Distribution		1
4	Introduction to Human Resources Management		1
5	Field Attachment		1
6	Equipment Management	Year 1	2
7	Resources Management		2
8	Leadership and Personal Management		2
9	Strategic Procurement		2
10	Field Attachment		2
11	Applied Research Methods	Year 2	3
12	Optimization of Health Supply Chain Systems		3
13	Integration of New Technologies in Health Supply Chain Systems		3
14	Field Attachment		3
15	Applied research project		4

b. Professional SCM functional area accreditation

Internationally supply chain management functional area specialization is offered through a number of professional associations. Such professional credentials are available for health supply chain personnel to pursue up to a specialization level. The following table outlines a number of these credentials offered by international associations.

Specialization	Examples of Organization offering internationally recognized professional credentials
Procurement	Chartered Institute of Procurement and Supply https://www.cips.org/en/Qualifications/About-CIPS-Qualifications/
Supply chain management	Council of Supply Chain Management Professionals https://cscmp.org/CSCMP/Certification/SCPro_Certification_Overview/CSCMP/Certify/SCPro_Certification_Overview.aspx
Logistics and Distribution	Chartered Institute of Logistics and Transport https://ciltuk.org.uk/Qualifications/Qualificationsweoffer/RegulatedQualifications.aspx https://ciltuk.org.uk/Qualifications/Qualificationsweoffer/AccreditedQualifications/Humanitarian.aspx APICS https://www.apics.org/credentials-education/credentials/cltd SAPICS http://www.sapics.org/education/international-certifications/exam-dates-and-pricing/
Process Improvement	Lean Six Sigma http://www.leansixsigmainstitute.org/

Bachelor level SCM degree

Following is an example of a three-year bachelor's degree in logistics and supply chain that also contains opportunity for a variety of majors in the final year of the course. These include optional majors in: 'procurement', 'health and humanitarian', 'industrial operations'. The private university ISCTEM <http://www.isctem.ac.mz/por/>, has shown its interest in developing these courses with appropriate support.

PROGRAM STRUCTURE-BSc Procurement, Logistics and Supply Chain Management
Exit Award: BSc (Hon)
Provisional Curriculum in Credit Accumulation 2015 – 2016

Level	Semester	No	Module Code	Module Title	Credits	Hours
Year -1	Semester 1	1	BUC 1101	Communication Skills -1 (French / English)	10	100
		2	GMT 1101	Introduction to Business Management	10	100
		3	ECO 1101	Principles of Economics	15	150
		4	ECO 1103	Business Mathematics	10	100
		5	ACC 1101	Introduction to Financial Accounting	15	150
		6	BIT 1202	Introduction to Information Technology	10	100
		7	GMT 1202	Introduction to Business Law	10	100
		8	MKT 2201	Principles of Marketing	10	100
		Sub – Total				90
	Semester 2	8	BUC 1202	Communication Skills - 2 (French / English)	10	100
		9	ACC2103	Principles of Taxation	10	100
		10	ENT 1201	Entrepreneurship Development	15	150
		11	PLS1201	Principles of Procurement and Supply Chain Management	10	100
		12	PLS1202	Health Supply Chain Management	10	100
		13	PLS1203	Principles of Logistics Management	10	100
		14	APS2101	Business Statistics	10	100
		Sub – Total				75
Total Credit Accumulated - (Year - 1)					165	1650
Year -2	Semester 1	11	BUC 2204	Business Communication	10	100
		12	FIN2201	Financial Management	10	100
		13	PLS2104	Legal Aspects of Procurement	15	150
		14	PLS2105	Demand forecasting and management	10	100
		15	PLS2106	Inventory and warehouse operations	10	100
		16	PLS2107	International Purchasing and Logistics Management	15	150
		Sub – Total				70
	Semester 2	17	GMT 3104	Business Research Methodology	10	100
		18	GMT3207	Project Management	10	100
		19	GMT4110	Strategic Management	15	150
		20	PLS2208	Production and Operations Management	10	100
		21	GMT 4109	Global Business Environment	15	150
		22	GMT 3105	Corporate governance and Ethics	10	100
		23	PLS2209	Logistics Management Information systems	10	100
Sub – Total				80	800	
Total Credit Accumulated - (Year - 2)					315	3150

Year 3	Semester 1	SPECIALIZATION-PROCUREMENT MANAGEMENT				
		23	PLS3110	Procurement Management for Goods	15	150
		24	PLS3111	Procurement Management for Works	15	150
		25	PLS3112	Procurement Management for Physical and non-Physical services	20	200
		26	PLS3113	E-procurement management	10	100
		27	PLS3114	Material Management	15	150
		28	PLS3115	Procurement Audit and Investigations	15	150
	Semester 2	29	PLS3216	Negotiations and procurement contract management	20	200
		30	PLS3217	Emerging Trends in Procurement	15	150
		31	PLS3218	Specialized Internship	20	200
		32	PLS3219	Research Project Work	20	200
				Sub-total	165	1650
				Total Credit Accumulated - (Year - 3)	480	4800
	SPECIALIZATION-HEALTH AND HUMANITARIAN LOGISTICS					
Year 3	Semester 1	33	PLS3120	Quantification in Forecasting and Production Planning	15	150
		34	PLS3121	Health Care Environment and Systems	20	200
		35	PLS3122	Humanitarian Logistics and Disaster Management	20	200
		36	PLS3123	Storage for Health Commodities	20	200
		37	PLS3124	Logistics Automation System	15	150
		38	PLS3125	Health Care Quality Management	15	150
	Semester 2	39	PLS3226	Health Care Logistics	20	200
		40	PLS3218	Specialized internship	20	200
		41	PLS3219	Research Project Work	20	300
				Sub-total	165	1650
				Total Credit Accumulated - (Year - 3)	480	4800
	SPECIALIZATION-INDUSTRIAL OPERATIONS					
Year 3	Semester 1	42	PLS3127	Supply Chain Strategy	20	200
		43	PLS3128	Transport, Distribution and Operations Management	20	20
		44	PLS3129	Customs clearance and Ports Operations	20	200
		45	PLS3130	Lean and Quality Management	20	200
		46	PLS3131	Quantification in Forecasting and Production Planning	15	150
	Semester 2	47	PLS3232	Material Management	15	150
		48	PLS3233	Channel Management	15	150
		49	PLS3218	Specialized internship program 1 to 2 Months)	20	200
		50	PLS3219	Research Project Work	20	200
				Sub-total	165	1650
				Total Credit Accumulated - (Year - 3)	480	4800

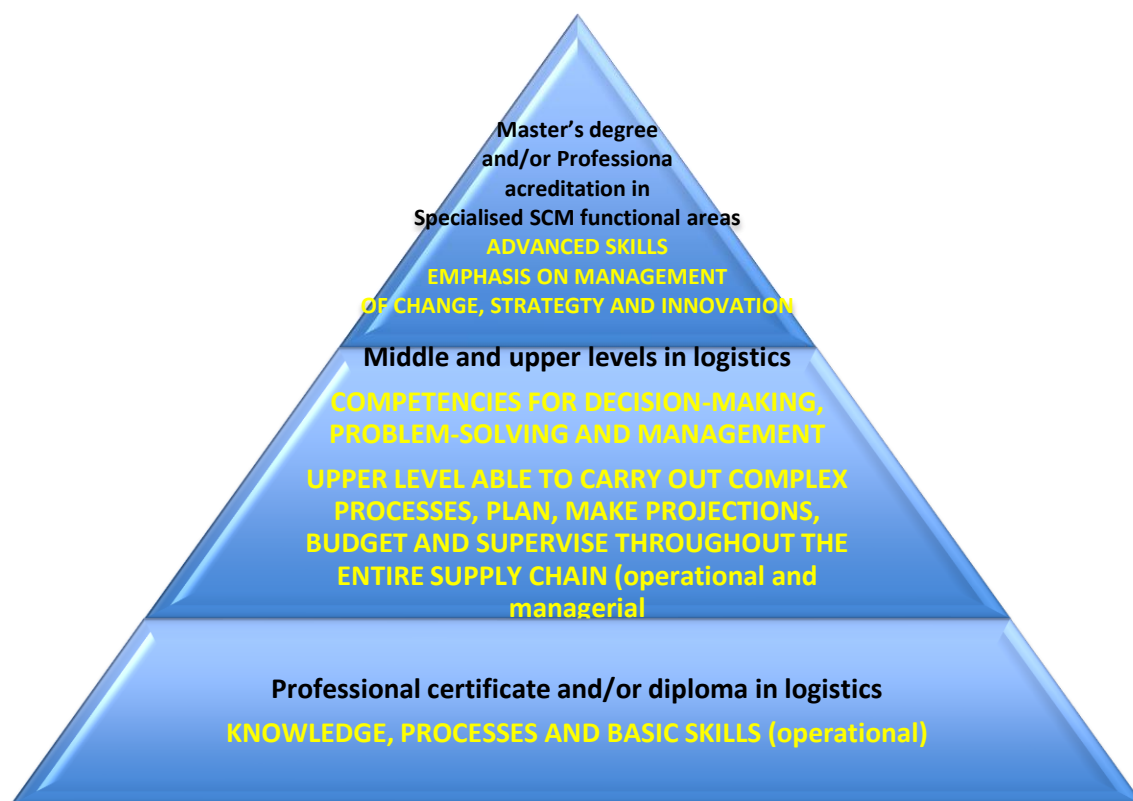
Certificate level SCM for technician level

The following is an example of an entry level certificate course which would provide an example of an entry level certificate course for logistics and supply chain management.

Introduction to logistics and supply chain management Certificate course		
Week Number	Topic	Student Hours*
1	Introduction to Health Logistics Systems	10
2	Logistics Management Information Systems	10
3	Commodity Storage and Distribution	10
4	Cold Chain and temperature sensitive products	10
5	Assessing Stock Status	10
6	Inventory Control Systems	10
7	Site Visit	10
8	Mid-course review	10
9	Assessing Stock Status at Any Level	10
10	Analyzing LMIS Data	10
11	Assessing Logistics Systems	10
12	Quantification of Health Commodities	10
13	Procurement	10
14	Import and export requirements	10
15	Monitoring and Evaluation	10
16	Review	10
	TOTAL	160hrs
*The overall level of effort required by the student per week that includes: pre-reading, face to face or online sessions, practical, self-study and assignment preparation		

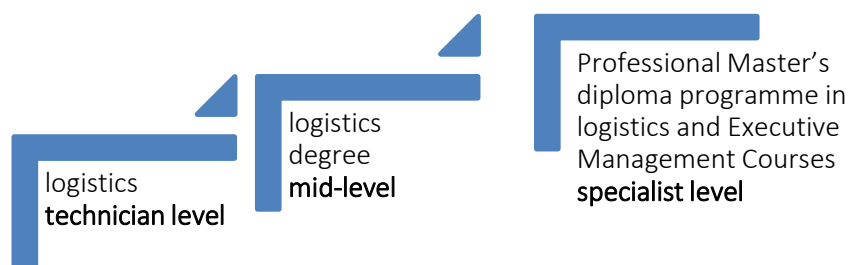
Proposed career structure for SCM cadres

The following pyramid outlines the development of professional logistics and supply chain cadres from entry level to specialist level.



This pyramid represents the career advancement of a professional logistician from technical through mid-level to specialist level. This career ladder is available to both existing health personnel who develop specific logistics and supply chain competencies and/or to the proposed new professional logistics cadre.

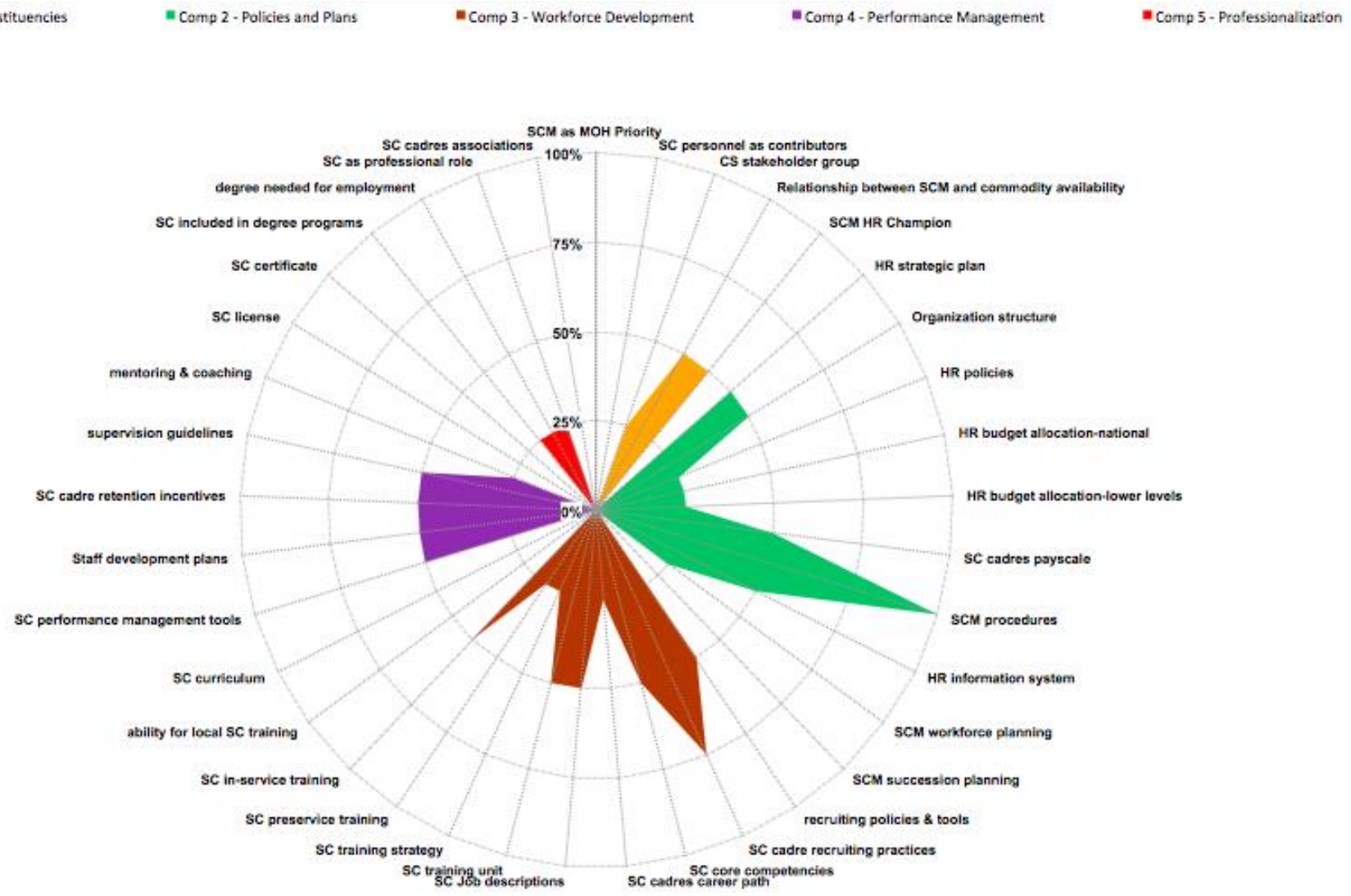
It is acknowledged that it will take several years to introduce the new professional logistics cadre and so it must be possible for both health cadres with SCM competencies and a new logistics cadre to be accepted within the health supply chain context within the government sector.



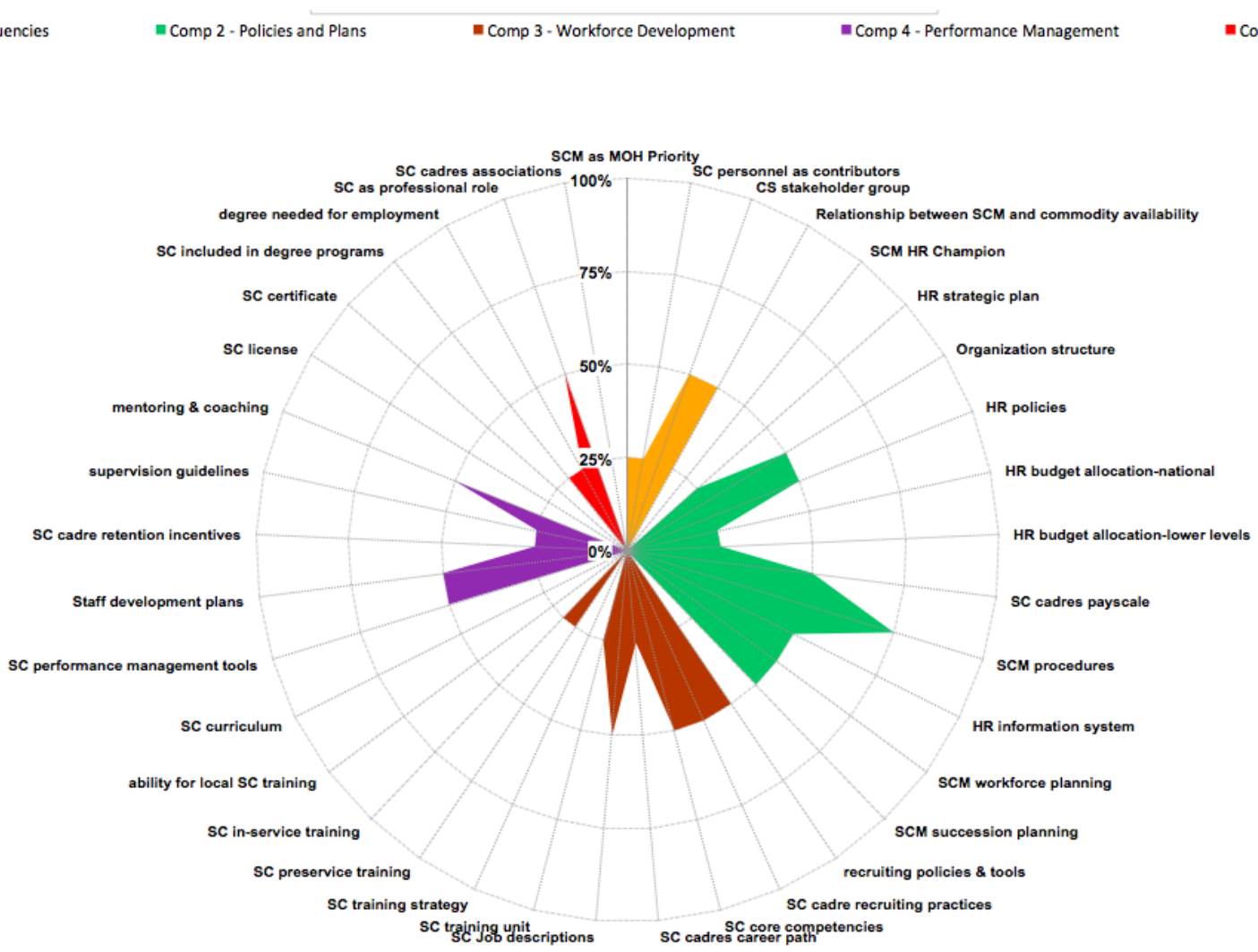
Summary of the relationship between technician, mid-level and specialist level for 'health cadres in logistics' and the new 'professional logistics cadre' with reference to experience, qualifications and job opportunities				
	Expected years of experience	Health cadres in logistics	Professional logistics cadre	Example positions in government health sector (See section 4 for expanded job descriptions)
Specialist level (operational, managerial and strategic)	> 10yrs	Academic SCM Masters (with functional area specialty) or professional accreditation in a particular functional area (See A.3.1.)	Academic SCM Masters (with functional area specialty) or professional accreditation in a particular functional area (See B.3.1.)	<ul style="list-style-type: none"> Provincial SCM functional area specialist
Mid-level (operational & managerial)	5 - 10 yrs	Health degree Bachelor (See A.3.2.) with SCM professional certification	Bachelor in logistics and supply chain management (See B.3.2.)	<ul style="list-style-type: none"> District SCM functional area managers Provincial, District and hospital medical stores managers Small warehouse managers
Technician level (operational)	0 – 5 yrs	Pharmacy Technician diploma (See A.3.3.) with SCM professional certification (See A.3.3.)	Certificate or diploma in logistics and supply chain (See B.3.3.)	<ul style="list-style-type: none"> Hospital, health centre, warehouse or other institution at entry level
Provincial Procurement & Logistics Cell: This entity would have a combination of specialists, mid-level and technical level logistics staff structured according to work load across the functional units.				
District Procurement and Logistics Cell: This entity would have a combination of mid-level and technical level logistics staff structured according to work load across the functional units. Larger districts may have functional specialists.				
Provincial warehouse: This entity would have a combination of a specialist, mid-level and technical level logistics staff structured according to workload.				
District Warehouse: This entity would have mid-level or technical level staff depending on workload and which competencies would be covered at the facility. For example, it may be logical to have an extended district LMIS function at the district warehouse rather than the District Procurement and Logistics Cell.				
Hospitals: This entity would have a combination of a specialist, mid-level and technical level logistics staff structured according to workload.				
Primary Level Health centers: This entity would have technical level logistics staff according to workload.				

Annexures

Annex 1: Figure 4. Dashboard View of Human Resource for SCM of Population & Welfare Department



Annex 2: Figure 10. Dashboard View of Human Resource for SCM of Integrated Health Project (IHP) Department of Health



Annex 3: Example job descriptions and job profiles

The following job descriptions and job profiles provide detailed examples of the differences in the three levels of supply chain workers from the perspective of 'health professionals with additional supply chain competencies' and the separate 'professional logistics cadre'.

Level	Position
Specialist level (operational, managerial and strategic)	1. Executive Director 2. Warehouse Manager
Mid-level (operational & managerial)	3. District Medical Store Manager 4. Quality Assurance Head Pharmacist
Technician level (operational)	5. Quality Assurance Assistant

Job requirements profile

Job Title	Executive Director	
Preferred education (level, area)	Post graduate degree in supply chain management, operations management, or international professional accreditation as a supply chain manager	Management (preferable), Operations
Required courses	<ul style="list-style-type: none"> • TQM & ISO regulations • Project management • Finance for non finance managers • MACS or similar Warehouse Management System Software • Preferably: logistics systems and optimization tools (e.g. TMS, i2, Manugistics) 	
Required experience (years, specific areas)	<ul style="list-style-type: none"> • 15 –20 Years of experience, of which at least 8 years in a Senior Management position, preferably in Fast Moving Consumer Goods (FMCG) or pharmaceutical industry in which warehousing and logistics is critical to success) E.g.: major Retailer, Pharmaceutical company, major Wholesaler (of pharmaceuticals), International Brewery, Unilever or World Food Programs • Posses an entrepreneurial streak in overseeing Sourcing, Vendor Development, Quality Assurance, Logistics & Retail Planning processes • Experience with development and management of KPI's that drive warehousing & logistic operations effectiveness • Working experience in an organization that utilizes professional IT/MIS systems 	
Specific knowledge required for satisfactory execution of this position (eg tax laws, systems, tools)	<ul style="list-style-type: none"> • Excellent Portuguese and good written and verbal English skills • Technical understanding of cost and service optimization of logistics and warehousing operations. • Financial & Asset management • Warehouse and fleet management Systems • Adequate to good knowledge of TQM, ISO 9000 or 2000 Quality system • Principles of ABC analyses & Stock management • HR Management • Labour law (key aspects) • MS office : Intermediate email, word, PowerPoint skills & <u>excellent</u> Excel skills. 	
Ability to do:		Personality traits
<p>To establish and run a cost-effective and efficient operation of CMAM, ensuring demand fulfillment and timely delivery/replenishment of merchandise, avoiding stock disruptions and stock losses, whilst ensuring transparency, accountability and compliance with all statutory and donors regulations.</p> <p><u>This includes the ability to:</u></p> <ul style="list-style-type: none"> • Provide effective leadership, also in situations that require quick and effective solutions (crisis management) or in case of disputes • Drive the development and implementation of an Excellent Supply Chain management strategy for medicines, vaccinations and related commodities, across all disciplines, in coordination with other stakeholders (MoH, Donors, National Drug Regulatory Authority, treatment committees, CTTF etc). 		<ul style="list-style-type: none"> • Good communication skills • Highly Analytical • Result & Client orientated • Organized • Good interpersonal skills • Highly proactive • Highly Decisive • Self motivated • Problem solving orientation • Leadership skills • Stress resistant.

JOB DESCRIPTION
1- GENERAL MANAGER

Date: 1 March 2010

Executive Director

1	Job purpose		Executive Director	Immediate Superior
To establish and run a cost-effective and efficient operation of CMAM, ensuring demand fulfillment and timely delivery/replenishment of merchandise, avoiding stock disruptions and stock losses, whilst ensuring transparency, accountability and compliance with all statutory and donors regulations. This involves: <ul style="list-style-type: none">- strategy development, implementation of systems/IT/procedures, centralized planning & inventory management, centralized procurement & contract management, Importation & clearance, Warehousing, Distribution, Financial and HR management, Auditing, Quality Assurance, Pharmacy regulation, as well as- Liaising with all involved parties including the MOH and donors.				<ul style="list-style-type: none">• The Board of Directors
2	Needs to work with (equipment, software, legal documents etc)	3	Decision power	Subordinates
<ul style="list-style-type: none">- MACS,- Statistics programs- ABC analysis software- Computer (word, excel advanced, internet)- Commercial, Financial and the Labour law (key aspects)- International laws on transport, insurances etc- Letters of credit, guarantees etc.		<ul style="list-style-type: none">- Advice on introduction (or not) of new product, and conditions- Cancel/Initiate purchasing (consurso) initiatives, based on availability of funds and/or other resources, changes in demand, changes in product demand etc.- Take required measures in case of non-compliance or insufficient performance of suppliers- Re-distribute stock- Initiate disciplinary actions		<ul style="list-style-type: none">Operations ManagerAdministration ManagerChief PharmacistInternal AuditorFinance ManagerCategory Manager
4	Areas of responsibility			Performance indicators
	Result area	Tasks		
	Strategy, Structure Systems	<ul style="list-style-type: none">• Drive the development and implementation of an Excellent Supply Chain management strategy, across all disciplines, in coordination with other stakeholders. This would include:<ul style="list-style-type: none">- Lead/participate in MoH meetings to define and execute the National Health System (NHS) macro strategies, which include pharmaceutical and logistics aspects (distribution strategy).- Lead/participate in workgroups/donor meetings to coordinate funding and TA sources for the implementation of the 5 year Pharmaceutical Logistics Master Plan and the procurement of commodities.		<ul style="list-style-type: none">• Adequate supply chain strategy developed and implemented• MT & LT demands are previewed and required resources to fulfill these demands are identified and communicated to MOH (every 6 months)

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Strategy, Structure Systems (continuation)	<ul style="list-style-type: none"> - Drive effective strategy for storage and handling aspects (storage location, packing size, turnover, handling cost, etc.) to ensure effective operations, using the results of i.e. ABC analysis - Work and liaise with MOH programs to foresee in time future needs, Standard Treatment Guideline (STG) changes, campaigns and the impact of these in the planning and demand - Demand Planning & Forecasting: Identification of new products and packaging material as per the specific business need, finalizing pricing, quality parameters and other commercial terms - Defining vendor base for the new business. • Ensure existence & implementation of a effective IT/MIS strategy, provision of adequate IT, Telecom and Data management systems and applications, to achieve the organizations objectives in efficient and effective manner. • Ensure existence & implementation of an adequate risk management policy • Ensure existence & implementation of TQM/ISO management systems as well as implementation of Best Practices. • Ensure existence & implementation of an effective Human Resources strategy • Ensure the availability of adequate resources (Staffing, IT systems, equipment, stationary, fuel etc) • Implement an efficient and effective organizational structure • Ensure KPI's and service standards are defined and monitored for all departments/business processes 	<ul style="list-style-type: none"> • Strategies developed and implemented for all key areas (IT, distribution, HR, Risk Management etc) • Organization ISO certificated within 5 years • International Best Practices identified and implementation plan actioned • Required resources are in place • % labour costs is in line with international standards • KPI's defined and monitored
Procedures, manuals & standard operating procedures (SOP)	<ul style="list-style-type: none"> • Review and approval of policies and operational procedures for all departments and ensure staff works accordingly • Ensure implementation/utilization of effective management tools and procedures, in coordination with other the Heads of departments eg: <ul style="list-style-type: none"> - Ensure implementation/utilization of effective and relevant SOPs for all departments. Ensure SOPs are reviewed as per review date and ensure that approval is obtained for any changes, from all relevant parties, including the quality control responsible - Comply with all relevant work and safety legislation, regulations, standards, and organizational procedure. 	<ul style="list-style-type: none"> • Updated and available manuals, including Standard Operating Procedures (SOPs). • All work/activities executed in compliance with SOP • Information sheets for data capturing for KPI's are available and utilized. • Compliance with donor procedures/regulations • Compliance with government procedures/regulations.

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Liaison and Coordination Function	<ul style="list-style-type: none"> • Maintain effective relationship with MOH and other key stakeholders • Demonstrate a effective interpretation of Policy of MOH and ensure compliance within CMAM • Co-ordinate with the MOH programmes, National Drug Regulatory Authority, Treatment committees and donors • Participate in the CTTF and other national technical committees to communicate/discuss requirements/needs, inventory, procurement forecast, distribution etc and explore what is required to ensure effective implementation of new therapeutic strategies of MOH • Oversee the quantification activities with the main donors and MOH programs to ensure the Supply plans are updated and coordinated with procurement for partial donated commodities (ARVs, RTKs, Ols/STIs, Condoms, reagents and Family planning medicines) • Liaise with all Heads of departments (including Category & Process Manager, Chief Pharmacist, Operations manager etc) for coordination purposes. • Participate in Board of Directors meetings 	<ul style="list-style-type: none"> • Effective work relationship with MOH and Key stakeholders • Compliance with policy and regulations of MOH, as well as donors • Effective interaction between the parties, resulting in coordinated activities. • Effective internal communication channels in place
Legal Responsibility	<ul style="list-style-type: none"> • Ensure compliance with all statutory legislations including: the Finance regulations, Labour regulations, Procurement regulations, insurances requirement, Health and Safety regulations and CCTV regulations. 	<ul style="list-style-type: none"> • All legal requirements are complied with (finance, HR etc.).
Knowledge of Merchandizing & Supply Chain Management	<ul style="list-style-type: none"> • Ensure having the required knowledge of the Supply Chain Management concepts as well as the actual data flow within CMAM, to have a good understanding of the overall Supply Chain Management process • Ensure having the required knowledge of each of the activity areas, to be able to oversee the: Planning, inventory management, The Tendering & Selection process of the suppliers, the oversees Transport and importation, clearing and the In country Transport services, warehousing, distribution, finance, HR etc.. 	<ul style="list-style-type: none"> • Position holder has the ability to oversee the total supply chain and integrate this knowledge in optimizing the delivery.
Planning & Monitoring / Performance Control	<ul style="list-style-type: none"> • Provide effective leadership, also in situations that require quick and effective solutions (crisis management) or in case of disputes • Provide leadership and vision to the organization by development of Long Term and Annual plans • Ensure CMAM performs in accordance with highest quality standards (international "best practices") • Research and write discussion papers, analyze documents and proposals as needed to assist the organization in determining and meeting its long and short term goals • Ensure swift audibility of CMAM's performance • Ensure cost-effective, efficient and timely delivery/replenishment of merchandize to the warehouses; evoking stock disruptions and stock losses 	<ul style="list-style-type: none"> • Solid LT and Annual plans are elaborated • Focused annual reports are elaborated • KPIs identified and monitored • Key data for decision making available for Mgmt. • No objection Audit Report • No unnecessary write-offs

4 Areas of responsibility			Performance indicators
Result area	Tasks		
Planning & Monitoring / Performance Control (continuation)	<ul style="list-style-type: none"> In case of requests for introduction of new products, ensure adequate assessment of financial and organizational impact has been done by QA department Obtain valid and reliable information on the performance of logistics operation. Monitor the warehousing and distribution performance, ensuring an efficient, cost-effective and professional operation. 		<ul style="list-style-type: none"> Improvement areas, identified in audits, surveys or via complaints, rapidly addressed and resolved Decision on introduction is taken after careful assessment of impact on supply chain, financial impact etc CMAM applications fully operational < 5% downtime on applications availability Optimum utilization of storage space Optimum allocation of products (see: requisition/ order incidence) Orders processed timely and in line with priority assigned Service level of the Category is at a International standard Improvement areas, identified in audits, surveys or via complaints, rapidly addressed and resolved
MIS & Reporting	<ul style="list-style-type: none"> Oversee that MIS is updated at all times Provide the board, MoH, and other relevant parties with required reports, in a professional format Identify bottlenecks, inefficiencies, possible delays in service delivery etc, report these to relevant parties and take adequate actions where necessary Elaborate recommendations to MoH on different aspects of the operation, identifying advantages, disadvantages and related liabilities and risk management aspects involved Ensure Department managers deliver their reports in a timely and adequate manner, comment on their performance reports and identify opportunities for improvement Identify bottlenecks, inefficiencies, etc and address these to the relevant parties, make recommendations and take adequate decisions where necessary Oversee that all computer systems (network) have virus protection 		<ul style="list-style-type: none"> Board, MoH and other parties informed MIS system operational and up to date Results on key performance indicators available and monitored against defined "targets/level" Results on key performance indicators available and monitored against defined "targets/level" Timely remittance of reports, in a professional format (Possible) bottlenecks, delays etc identified and adequate action taken

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Financial accountability, budget control & asset management	<ul style="list-style-type: none"> • Provide vision regarding overall financial management and financial health of OMAM • Provide vision and leadership in long – range fiscal planning to ensure the continuity and solvency of the company. • Finalize the annual budget, operate within the approved annual budget guidelines and maintain a tight control of such. • Monitor OMAM's cash flow and rolling forecast and take required measures if required • Ensure minimum warehouse operating costs (the standard will be defined based on "best practices" and/or experience). • Provide recommendations regarding effective utilization of long and short term debt, including refinancing and purchasing/sales. • Ensure regular variance statements, annual audits • Ensure cost effective fleet management • Ensure quarterly, bi-yearly, and yearly inventory of operating equipment and adequate depreciation. • Identify and implement cost reduction/efficiency improvement opportunities as well as performance improvement across OMAM's functions • Focus on elimination of unnecessary waste (energy, water, materials). 	<ul style="list-style-type: none"> • Annual budget approved and complied with • Expenses OMAM duly authorized and in line with budget and budget allocations • Cost centers adequately utilized. • Ratio "expenses vs activity level" monitored & controlled • Rolling budget forecast produced on monthly basis • Adequate cash flow control • Funds timely available • Month and year end closed on time • % Overtime below "budget". • Warehouse operating costs (costs per hour/pallet/case). • Depot operating costs (costs per pallet/case, etc). • Minimum loss of stock due to expiry dates (# stock days before expiry date/products). • Asset register maintained up to date • Depreciation of assets is applied and provisions for replacement are included in annual budget.

4 Areas of responsibility			Performance indicators
Result area	Tasks		
Administrative management	<ul style="list-style-type: none"> • Oversee the provision of high quality administrative services to CIMAM's departments, including general administration services, HR management, and procurement of general office supply materials/equipment. • Ensure that all departments maintain an organized administrative system, ensuring swift availability of required information/files. • To supervise and evaluate performance of the Management team members. 		<ul style="list-style-type: none"> • Cost effective logistic support offered to departments. • Minimum stock levels of office materials ensured at all times. All employees, freelancers etc. have valid contracts. • Time attendance system and procedures in place and adhered to • % sick leave; % absenteeism; % staff turnover • Staff performance in line with international standards • Man-days of training. • Disciplinary procedures effectively handled. • Performance appraisal done on time and followed up. • Job description & competency profile available for recruitment process. • Employee motivation and morale, as measured by periodic audits.
Maintenance of premises and equipment	<ul style="list-style-type: none"> • Ensure that Warehouses and depots buildings are in good condition and functional and safe to work. • Ensure quality preventative and curative maintenance of premises and equipment. • Ensure only trained/certified staff is authorized to use the critical equipment, such as the reach trucks, stacker trucks, delivery vehicles, articulated boom cranes, man- rider cleaning machines • Monitor that warehouses have safe work areas, and secure for movement and transfer of goods (free of obstructions and hazards). 		<ul style="list-style-type: none"> • Warehouse and depots are well maintained. • Equipment well maintained and operational. • Only certified/trained staff is utilizing critical equipment • Preventative and curative maintenance plans for electrical and mechanical systems/equipment are being complied with.

Areas of responsibility		Performance indicators
4	Result area	Tasks
	Hygiene, Safety & Security	<ul style="list-style-type: none">• Protect CMAM for any threats, damages to property, embezzlement of goods/ materials, etc. and ensure that all Health and Safety regulations are complied with (incl CCTV)• Staff is trained to handle waste and toxic products and knows how to respond in case of emergency, fire and other critical incidents.• Staff follow Health & Safety regulations at all times, incidents are reported timely and corrective actions are taken• Staff is dressed according to requirements, utilizing protective gear where required, ensuring a high standard of personal appearance and hygiene, take corrective actions if required.• Work environment is kept clean, organized and tidy at all times
	Client/Donor relation & satisfaction	<ul style="list-style-type: none">• Security risk assessments conducted, reported upon and corrective actions taken.• Entrance registry is duly filled in, at all times;• CCTV equipment operational at all times.• # of stealing incidents.• Compliance with hygiene, sanitation, safety and security standards and procedures.• Waste and toxic products adequately disposed.• Staff is aware of risks of hazardous goods and trained in responding to accidents, emergencies etc.• First aid trained staff available.• Fire safety equipment in place and serviced as per legal requirements.• Fire prevention & evacuation plan for each warehouse available and staff trained accordingly• Work areas clean and well organized
		<ul style="list-style-type: none">• Client satisfaction as measured by means of survey.• # of complaints• Order & line fill.• Timeliness of order delivery (date and time).

Areas of responsibility		Performance indicators
4	Result area	Tasks
	Hygiene, Safety & Security	<ul style="list-style-type: none"> Protect CMAM for any threats, damages to property, embezzlement of goods/ materials, etc. and ensure that all Health and Safety regulations are complied with (incl CCTV) Staff is trained to handle waste and toxic products and knows how to respond in case of emergency, fire and other critical incidents. Staff follow Health & Safety regulations at all times, incidents are reported timely and corrective actions are taken Staff is dressed according to requirements, utilizing protective gear where required, ensuring a high standard of personal appearance and hygiene, take corrective actions if required. Work environment is kept clean, organized and tidy at all times
	Client/Donor relation & satisfaction	<ul style="list-style-type: none"> Take a personal interest in the internal and client's satisfaction Establish a good rapport with donors and other external stakeholders Respond adequately and swiftly to request and / or complaints, in accordance with CMAM policy Ensure customers are provided with the correct delivery information, documents etc. Ensure customers are regularly informed of progress in responding to their requirements
		<ul style="list-style-type: none"> Security risk assessments conducted, reported upon and corrective actions taken. Entrance registry is duly filled in, at all times. CCTV equipment operational at all times # of stealing incidents. Compliance with hygiene, sanitation, safety and security standards and procedures. Waste and toxic products adequately disposed. Staff is aware of risks of hazardous goods and trained in responding to accidents, emergencies etc. First aid trained staff available. Fire safety equipment in place and serviced as per legal requirements Fire prevention & evacuation plan for each warehouse available and staff trained accordingly Work areas clean and well organized Client satisfaction as measured by means of survey. # of complaints Order & line fill. Timeliness of order delivery (date and time).

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Personal presentation & Development	<ul style="list-style-type: none"> • Take professional pride in your work • Live the values and norms of CNAM • Ensure personal representation is inline with the CNAM standards • Dress according to requirements, ensuring a high standard of personal appearance and hygiene. 	<ul style="list-style-type: none"> • Going beyond the call of duty to satisfy customer needs, both internal and external. • Professional work approach. • Self-motivated, positive attitude. • Integrity. • Personal etiquette and grooming.
Continuous Improvement	<ul style="list-style-type: none"> • Highlight to the MoH and the Board of Directors possibilities to improve work methods, procedures, equipment, services etc, with the aim to offer services in the most (cost) effective and efficient way. 	
Other	<ul style="list-style-type: none"> • To initiate, attend and contribute to meetings as and when required; 	

Job requirements profile

Job Title	Warehouse manager	
Preferred education (level, area)	Degree in Management or similar area, preferably Warehouse management.	
Required courses	Supply chain & warehouse management Basic fleet management ISO regulations Handling hazardous goods	
Required experience (years, specific areas)	3 years of experience in similar position.	
Specific knowledge required for satisfactory execution of this position (eg tax laws, systems, tools)	<ul style="list-style-type: none"> • Good written and verbal English skills • MS office (word, excel). • MACS system. • Financial management • ABC analyses. • ISO regulations. • Labour law (with regard to disciplinary matters, health and safety). • Stock and Asset management • Good knowledge of health and safe procedures in warehouse. 	
Ability to do:	Personality traits	
<ul style="list-style-type: none"> • Develop and implement an adequate warehouse strategy in coordination with other stakeholders, which will support CMAM to achieve its objectives in a effective and efficient way. • Ensure the availability of adequate resources for the warehouse department (staffing, IT systems, equipment, stationary, fuel etc). • Ensure KPI's and service standards for the warehouse and depots are defined and monitored. • Establish, maintain and review all warehousing and transport policies and operational procedures and ensure staff works accordingly. • To plan and control the departmental budgets and expenditure on a regular basis. • Provide analyses on the efficiency of the warehouse operation: <ul style="list-style-type: none"> – Assess the capacity of the storage facility, identify appropriate areas for receiving, storing, or dispatching goods. – Produce the key performance indicators (eg: , Stock days, Stock usage/ day/ product (rotation), Expiry days versus stock days by product, Occupancy level of the racking, pallet population, etc), indicate ways to improve the performance and implement the accepted initiatives. • Provide analysis on the logistic performances: indicate ways to improve the performance and implement the accepted initiatives • Ensure cost effective loading & routing as well as reliable delivery & distribution (hours used vs hours available; % ... 		<ul style="list-style-type: none"> • Good communication skills. • Orientation to internal client. • Quality orientation. • Result orientation. • Self motivated. • Ability to take decisions without supervision. • Analytical skills • Organizing skills. • Good relationship skills. • Leadership skills. • Disciplinary behavior. • High responsibility. • Self orientated. • Very proactive. • Ability to work under pressure. • Organizational knowledge.

<p>hours utilization x % capacity utilization; vehicle operating costs per drop)</p> <ul style="list-style-type: none"> • Ensure adequate and costs effective fleet management <ul style="list-style-type: none"> - Assess the performance and take required initiatives - Define and monitor KPI's (eg: vehicle time utilization, number of trips per vehicle, average drops per vehicle, vehicle capacity utilization; weight utilization; average consumption and kilometers per truck etc). • Ensure that the warehouse and depots building as well as the equipment are in good condition, functional and safe to work. • Maintain health, safety and security in the logistic operation. • Plan daily work of the team; to supervise and evaluate performance of the team members; Handle all staff disciplinary matters for your department in consultation with HR department). • Write and communicate in Portuguese and English 	
<p>Physical requirements</p>	<p>Other requirements (eg. travelling, driver licence)</p>
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Driver license

JOB DESCRIPTION

39- WAREHOUSE MANAGER

Date: 1 March 2010

1	Job purpose		Immediate Superior
Supervise and coordinate the warehousing and distribution activities, ensuring an efficient, cost-effective and professional operation as well as a safe and motivating work environment			<ul style="list-style-type: none">Operations Manager
2	Needs to work with (equipment, software, legal documents etc)	3 Decision power	Subordinates
<ul style="list-style-type: none">Microsoft (Office Suite)MACS program,Information on storage requirements and handling methods for generic merchandise and specific hazardous goods and materials;Stock rotation methodsTransport specification instructions for certain merchandiseLabour Law (with regard to disciplinary matters, health & safety etc)ISO regulations.		<ul style="list-style-type: none">Organize casual workers (Truck loaders) if required, and if budgeted forInitiate disciplinary matters, in coordination with HRPurchase office materials, as defined in Internal proceduresPurchasing of warehouse cleaning materialsPurchasing of MHE battery distilled waterPurchasing of replenishment items for the Hazardous Materials Spill Kit	<ul style="list-style-type: none">Inbound & Outbound SupervisorTransport managerMaintenance staff
4	Areas of responsibility		Performance indicators
	Result area	Tasks	
	Strategy, Structure & Systems	<ul style="list-style-type: none">Develop and implement an adequate Warehouse and Transport strategy in coordination with other stakeholders, which will support OMAM to achieve its objectives in a effective and efficient way.Implement an efficient and effective organizational structure.Ensure the availability of adequate resources for the Warehouse Department (Staffing, IT systems, equipment, stationary, fuel etc).To ensure availability of adequate man capacity review Picking volumes/day (min., max and average) vs. planned incoming merchandiseEnsure KPI's and service standards for the warehouse and depots are defined and monitored.	<ul style="list-style-type: none">Adequate warehouse and transport strategy in place% labour costs is inline with international standardsRequired resources are in placeKPI's defined and monitored

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Procedures, manuals & Standard Operating Procedures (SOP)	<ul style="list-style-type: none"> Comply with all relevant work and safety legislation, regulations, standards, and organizational procedures; Establish, maintain and review all warehousing and transport policies and operational procedures and ensure staff works accordingly Develop and maintain effective and relevant SOPs for all actions related to your assigned department. Review SOP's as per review date and ensure that approval is obtained for any changes, from all relevant parties, including the Quality Control responsible. Ensure information sheets for all items held in inventory are developed and utilized (i.e. Par Stock and re-order points, Standard requisition forms, Market List and Purchase requests, Inventory Levels) Ensure that deviations to procedures be documented and forwarded to the Quality Control Responsible. 	<ul style="list-style-type: none"> Updated and available manuals. All work/activities executed in compliance with Standard Operating Procedures (SOP) Information sheets for inventory are available and utilized. Quality Control department is timely and adequately informed on all deviations.
Financial mgt (Budgets & Cost awareness)	<ul style="list-style-type: none"> To plan and control the departmental budgets and expenditure on a regular basis. Operate within the annual budget guidelines and maintain a tight control of such. Ensure minimum warehouse operating costs (the standard will be defined based on "best practices" and/or experience) Assess the utilization degree of the depots and ensure the maximizing of the cube utilization of pallet space, depot operating costs (costs per pallet/case) etc) Ensure minimum stock loss due to expiry date. Ensure optimum Vehicle Time utilization (hours used vs hours available) Ensure optimum vehicle capacity utilisation Ensure lowest vehicle operating costs per drop Focus on elimination of unnecessary waste (energy, water, materials). 	<ul style="list-style-type: none"> Warehouse operating costs (costs per hour/pallet/case) Depot replenishment trucking costs (costs per hecta-litre/lion/case) Expenses within budget. No loss of stock due to expiry dates (# stock days below expiry date/products) Stock usage/ day/ product (rotation) Optimum utilization degree of warehouse/depots: <ul style="list-style-type: none"> m3 pallets space. Depot operating costs (costs per pallet/case) Total pallet population vs minimum pallet population requirements.
MIS MACS	<ul style="list-style-type: none"> Ensure information is captured on the indicated data entry sheets/forms Ensure all data is processed in the indicated MIS - MACS - and a daily back-up is being made. 	<ul style="list-style-type: none"> Utilization of adequate information sheets. MIS system up to date Weekly back-up of data in MIS system

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Reporting	<ul style="list-style-type: none"> • Provide required (summary) reports in a timely and adequate manner. • Ensure subordinates deliver their reports in a timely and adequate manner (such as: stock levels, stock rotation, goods to be returned, pallet population, stock days/product versus stock rotation, Order turnaround time, Delivery schedule accomplished, Number of trips per vehicle, Vehicle Total utilization, Vehicle time utilization, Radial delivery costs (costs per pallet/hour/km/case), Vehicle capacity utilization (pallets/volume per vehicle per day), # trips/vehicle etc) • Provide analyses on the efficiency of the Warehouse operation; produce the key performance indicators, indicate ways to improve the performance and implement the accepted initiatives • Provide analysis on the logistic performances; produce the key performance indicators, indicate ways to improve the performance and implement the accepted initiatives. 	<ul style="list-style-type: none"> • Reports available on time • Results on key performance indicators available and monitored against defined "targets/level".
Quality and efficiency of Logistics operations	<ul style="list-style-type: none"> • Obtain valid and reliable information on the performance of logistics operation; • Ensure cost effective loading & routing as well as reliable delivery & distribution: <ul style="list-style-type: none"> - Ensure optimum order turnaround time - Monitor adequate planning and & coordination of daily/weekly/monthly flow of merchandise from warehouse to Districts (ensure timely, accurate and efficient delivery of all merchandise at the lowest sustainable cost and in compliance with specific transportation specs. of all different merchandize.) - Ensure that merchandize is transported in accordance with standards (packing/storage method, clean, temperature, ventilation etc) - Ensure optimum vehicle capacity utilization - Ensure optimum Vehicle Time utilization (hours used vs hours available) - Ensure optimum vehicle Total utilization (% hours utilization x % capacity utilization) - Ensure lowest vehicle operating costs per drop 	<ul style="list-style-type: none"> • Order turnaround time • Delivery schedule accomplished • Number of trips per vehicle. • Vehicle Total utilization • Vehicle time utilization. • Radial delivery costs (costs per pallet/hour/km/case) • Vehicle capacity utilization (pallets/volume per vehicle per day) • # trips/vehicle • Vehicle operating costs per drop • # Cases/drop • Average drops per vehicle

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Quality and efficiency of Logistics operations	<ul style="list-style-type: none"> Ensure adequate and costs effective fleet management, including: <ul style="list-style-type: none"> Monitoring the KPI's (vehicle Time utilization, Number of trips per vehicle, Average drops per vehicle, Vehicle capacity utilization Weight utilization compared to allowable weight capacity Monitoring of average consumption and kilometers per truck and take adequate action when required Ensuring that all trucks are maintained as per preventive maintenance schedule Identify potential areas for improvement, select and apply the most suitable improvement methods and agree with colleagues the need for improving them; Monitor the effects of the improvement methods over a suitable period of time and take adequate action where required Ensure that any on-board computer systems are correctly calibrated, in working order and checked for downloading of data on departure from and return to the warehouse Ensure that any bad driving habits are analysed from the on-board computer data and communicated to the relevant driver for improvement Ensure that spot-checks are taken on loads by the security personnel before departure from the warehouse to identify any discrepancies in product loading 	<ul style="list-style-type: none"> Weight utilization compared to allowable weight capacities. Weekly trucks movements plan available Transport of goods in accordance with standards Orders and loading documents available. Trucks ready for use, fueled and well maintained. Drivers have valid drivers license. Vehicles have valid documents Monthly average consumption per truck (vs Km's vs Load) Problems adequately solved and in timely manner.
Manage the receipt, storage, and dispatch of goods	<ul style="list-style-type: none"> Assess the capacity of the storage facility, and identify appropriate areas for receiving, storing, or dispatching goods. Determine the storage and equipment requirements to store/manage the goods. Utilize and maintain the organization's resources effectively. Apply ABC analyses: <ul style="list-style-type: none"> Control put-away Determine how many MHE are required Establish work patterns Control product flows in & out of the warehouse Ensure adequate receipt, storage and dispatching of merchandize, and take corrective actions where required. (temperature-controlled products are into storage within the 30minute allowable time period) 	<ul style="list-style-type: none"> Received orders are matched with actual order and faulty orders are processed as per procedure; Received goods are accurately entered into stock system, on daily basis. All goods received/ returned are labeled and stored as per specifications; Accurate Information available on returned goods and action taken when required.

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Manage the receipt, storage, and dispatch of goods	<ul style="list-style-type: none"> • Ensure returned, damaged, short-dated expired goods are located in the indicated areas and processed in accordance to SOP's (in coordination with QA/pharmacist). • Ensure work area is safe and secure for movement and transfer of goods (free of obstructions and hazards) • Identify any relevant health, safety, and security issues relating to the management of the goods. • Define required staffing resources on a weekly basis and take adequate action (see also HR section) • Ensure the accuracy of all input and ensure verification through the system audit trails 	<ul style="list-style-type: none"> • Throughput time to replace the returned goods • Orders processed timely and inline with priority assembled. • Special loading requirements identified to the POD/ loadlift drivers. • Goods to be dispatched comply with order specification and quality standard.
Stock management	<ul style="list-style-type: none"> • Ensure that the Perpetual Inventory teams carry out the "cycle-count" process as determined by the MACS system • Ensure optimum allocation of products into the warehouse based on the ABC analysis- requisition/ order incidence frequencies • Keep stock at required levels: <ul style="list-style-type: none"> - Ensure stock levels are accurate/registered - Ensure stock is timely replenished (liaise with Category planning and Planning officer) - Ensure stock is correctly handled and stored; - Ensure stock rotation methods and FEFO principles are applied - Ensure stock is correctly labeled. - Ensure stock can be accessed easily (no obstructions, correctly placed) • Audit the stock levels and stock records regularly. • Ensure damaged, faulty, out of date items are identified and moved to appropriate location • Maintain the safety of Hazardous goods and materials • Ensure staff is informed on the specific risks of hazardous goods and materials and takes the required precautions to handle these goods • Where product has been quarantined ensure that the Chief Pharmacist/ Regional pharmacist is made aware of the quarantine process and validates the actions taken 	<ul style="list-style-type: none"> • Stock is correctly stored and accounted for. • Optimum allocation of products (see: Requisition/ order incidence). • No loss of stock due to expiry dates: <ul style="list-style-type: none"> o Stock days (Stock per product/ daily usage) doesn't exceed the # of days before stock expires. o Expiry days versus stock days by product o Stock-days versus demand/issues throughput • Stock usage/ day/ product (rotation) • Minimum stock level/ product ensured (timely replenishment) • Stock rotation methods and FIFO principles are applied • Damaged, faulty, out of date items are identified and moved to appropriate location • Occupancy level of the racking • Total pallet population vs minimum pallet population requirements. • Staff is aware of risks of hazardous goods

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Audits	<ul style="list-style-type: none"> Identify the requirements, scope, and schedule for the audit(s) in accordance with organizational procedures. Provide the resources required to carry out the audit and ensure that all relevant people know their individual roles and responsibilities. Monitor the progress of the audit, and provide assistance when requested. Analyze and evaluate the results of the audit and ensure the identified weaknesses are resolved rapidly. 	<ul style="list-style-type: none"> Audits are being held on a regular basis and receive all required support from staff. Improvement action plan is elaborated and implemented.
Maintenance of premises and equipment	<ul style="list-style-type: none"> Ensure that the warehouses and depots buildings are in good condition and functional and safe to work. <ul style="list-style-type: none"> Liaise with Building officer (HQ) to ensure preventive and curative maintenance of the warehouse and depots Liaise with Health & Safety officer regarding H&S aspects Ensure that all equipment is kept clean and well maintained, take corrective actions if required <ul style="list-style-type: none"> Liaise with Building officer (HQ) to ensure preventive and curative maintenance of air-conditions and warehouse electronic system and fire extinguishers Ensure equipment is clean, fuelled and returned to the located areas at end of day. Ensure routine checks are carried out when starting up the equipment Ensure adequate preventative and curative maintenance of premises and equipment Ensure that a log is maintained of all incidences concerning the maintenance of the buildings and the equipment 	<ul style="list-style-type: none"> Warehouse and depots are well maintained. Equipment well maintained and operational. Preventative and curative maintenance plans for electrical and mechanical systems/equipment are being complied with. Lead time between work order and execution of work order, as per defined maxime Building officer has provided Preventative and Curative maintenance Schedule and is being implemented. Preventative and Curative Maintenance plan for Trucks complied with. Equipment functional and well maintained All damages or malfunctions are reported and corrective actions initiated

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Client relation & Satisfaction	<ul style="list-style-type: none"> Take a personal interest in the internal client's satisfaction and establish a good rapport. Communicate with customers by using suitable communication methods that involves the customers and is appropriate to the circumstances; Obtain relevant information on the requirements of customers for logistics operations; Ensure customers are provided with the correct delivery information, documents etc. Ensure customers are regularly informed of progress in responding to their requirements; Respond promptly and accurately to queries raised by customers, and pass on any queries that cannot be answered to the appropriate people; 	<ul style="list-style-type: none"> Client satisfaction as measured by means of survey. # of complaints Order & line fill Timeliness of order delivery (date and time)
Coordination & Communication	<ul style="list-style-type: none"> Keep an effective coordination with all relevant parties, including the Category staff 	<ul style="list-style-type: none"> Operations runs smoothly Staff is aware of their responsibilities and role
Hygiene, Safety & Security	<ul style="list-style-type: none"> Maintain Health, safety and security in the logistic operations <ul style="list-style-type: none"> Ensure required gear is utilized at all times Follow Health, Safety and Security procedures and regulations at all times Take immediate action in to prevent injury, theft or damage Report accidents and emergencies and ensure reports are being made Implement an accident and emergency route & procedure Ensure staff is trained to handle waste and toxic products and knows how to respond in case of emergency, fire and other critical incidents Training a minimal number of staff to give first aid Ensure closing of doors, windows, cupboards etc. Ensure that adequate and frequent safety drills are undertaken Ensure that a log is maintained of any security or safety issues/problems. Dress according to requirements, ensuring a high standard of personal appearance and hygiene, take corrective actions if required Keep work environment clean, organized and tidy at all times 	<ul style="list-style-type: none"> Compliance with Hygiene, Sanitation, Safety and Security standards and procedures Waste and Toxic products adequately disposed Employee wears required gear at all times Work areas clean and well organized Indicated areas/equipment locked as per regulations Staff trained in responding to accidents, emergencies etc First aid trained staff available

4 Areas of responsibility		Performance indicators
Result area	Tasks	
HR, training & organizational climate	<ul style="list-style-type: none"> To plan the daily work of the team, to supervise and evaluate performance of the team members Responsible for the weekly rostering of the team and approval of overtime Initiate team meetings on a regular basis to preview upcoming events and activities and to review scheduled performance Encourage multi-functionality Personally coach members of the team on relevant tasks Ensure that members of the team report for duty and control attendance & absence (holidays leave, sick leave, unauthorized absence etc) Assist in the selection of new employees if required Determine training needs of team members and initiate required actions. Handle all staff disciplinary matters for your department in consultation with the Human Resources department. 	<ul style="list-style-type: none"> Sufficient staffing at all times <ul style="list-style-type: none"> Inbound pallets/day (workload indicator) Pick rates/day/hour Put away time/activity Attendance punctuality. Man productivity/ Section productivity. % Sick leave Man-days of training Employee motivation, as measured by periodic audits Labour turnover % # of stealing incidents
Personal presentation & Development	<ul style="list-style-type: none"> Take professional pride in your work Keep up to date with latest developments in your field and update your skills if required Develop and maintain effective work relationships with colleagues Live the values and norms of the CMAM Hotel Ensure personal representation is inline with the CMAM standards Keep your work environment clean and tidy 	<ul style="list-style-type: none"> Going beyond the call of duty to satisfy customer needs, both internal and external Professional work approach Multi-functionality Self-motivated, positive attitude, integrity Eye for detail Personal etiquette and grooming Effective interface with other colleagues (teamwork)
Continuous Improvement	<ul style="list-style-type: none"> Highlight to management possibilities to improve work methods, procedures, equipment, services etc. with the aim to offer quality in the most (cost) effective and efficient way. 	

4	Areas of responsibility		Performance indicators
	Result area	Tasks	
	Other	<ul style="list-style-type: none"> To initiate, attend and contribute to meetings as and when required. To be flexible and extend job duties, to carry out any other reasonable duties and responsibilities within the job capacity as assigned, including redeployment to alternative department/areas if required, to meet business demands and service needs. 	

District Medical Store Manager

Job requirements profile

Job title	District Medical Store Manager	
Preferred education (level, area)	Business management, Supply chain management or Pharmacy degree with <u>additional</u> formal education in <u>Inventory</u> management (see below)	
Required courses	<ul style="list-style-type: none">• Certificate- Inventory management• Certificate- Introduction to Supply chain management (ESAM/USAID)• Certificate- Quantification and Procurement planning-Medication/Drugs (ESAM/USAID) (requires to have attended already a basic course in Supply chain management, or similar)• Advanced Excell (if not obtained in formal education)• Inventory management software (MACs)• Space planning software:• Preferable: ISO 9000 or 2000 Quality system	
Required experience (years, specific areas)	<ul style="list-style-type: none">• 3 to 5 years of <u>inventory control</u> experience in a similar position, in a fast paced environment (or alternatively in a senior Planner position)• Experience with inventory management software• Experience with space planning and floor planning software	
Specific knowledge required for satisfactory execution of this position (eg tax laws, systems, tools).	<ul style="list-style-type: none">• Knowledge of the specifics of the <u>Category</u> merchandize• Transport and packaging regulations for the Category specific merchandize• MISAU regulations for the category specific merchandize• Inventory management software & Space planning software (e.g. MACs)• MS office: regular email, word, PowerPoint skills & <u>excellent</u> Excel and statistical processing skills.• Basic knowledge of ISO 9000 or 2000 Quality system (preferable)	
Ability to:		Personality traits
<ul style="list-style-type: none">• Assist in developing an efficient and effective planning & procurement strategy, to ensure the demand can be fulfilled in a timely manner• Execute ABC analysis (20/80) and develop proper strategy for maximum efficiency and effectiveness in their handling (storage location, packing size, turnover, handling cost, etc.)• Develop and review SOPs and ensure compliance• Produce the required reports, statistics, KPI's on time, and in a professional format (on turn-over rate of all stock, obsolete stock, financial losses due to obsolete stock etc), for central warehouses as well as district depots.• Ensure availability of Inventory information of each warehouse (and depots) and extract/compile critical information<ol style="list-style-type: none">1. Actual stock2. The location of existing stock within each warehouse3. Data of stock-days analysis4. Data on expired product analysis5. Detailed data/record keeping per warehouse, by product and by location on actual condition of products (carton damage, leakers, product/pack deterioration, etc.)• Monitor the key performance indicators, including stock levels, turn-over rate, expiry dates and take necessary actions		<ul style="list-style-type: none">• Good communication skills• Detail oriented and highly analytical• Result & Client orientated• Ability to take decisions without supervision;• Highly organized• Good Interpersonal skills• Highly proactive• Self motivated• Problem solving orientation• Stress resistant.

<ul style="list-style-type: none"> Identify bottlenecks, inefficiencies, changes in production supply capacity in the market etc., report these to relevant parties including the superior and take adequate actions where necessary. Re-set Min stock levels, based on actual turn-over rate and expected demand. Establish target stock levels at each distribution point including the replenishment triggers. Initiate order/replenishment requisitions based on min. stock level, turn-over rate, lead times (order to delivery) etc. Prevent obsolete stock by initiating redistribution to central warehouses and/or district depots. Initiate and follow-up on stock clear-out operations. <p><u>Other skills:</u></p> <ul style="list-style-type: none"> Good English skills ABC Inventory analysis Inventory cost calculations Excellent numerical/math skills Ability to provide logical evaluations Ability to handle multiple priorities at the same time Excellent time management skills (incl priority setting) 	
Physical requirements	Other requirements (eg. travelling, driver licence)
•	• Availability to travel to provinces

The objective of the medical store manager is to support supply chain management and quality assurance of health commodities by managing medicine supply chain management and procurement at the district level. The manager will support in procurement process at districts level, perform job related to ensuring quality assurance, forecasting and supply chain planning, inventory management e-LMIS, storage and distribution, disposal of expired medicines and other waste as per the standard guidelines.

Under the direct supervision of DHO/DPHO, the district medical store manager is responsible to do the following job.

District level

- To manage district drug warehouse in terms of procurement, storage, distribution and record keeping of pharmaceutical transactions
- To ensure online Inventory management system (IMS)/e-LMIS data are up to date for medicine and vaccine and perform physical verification of stock monthly and prepare report.
- To perform periodic self-inspection to monitor drug expiry date, FEFO order inventory management, minimum stock level and plan for requisition of medicine/vaccine on schedule basis for demanding from Regional medical store (RMS) for continuous supply to designated health facility.
- To enter consumption data in the LMIS system for medicine and vaccine and perform data analysis and use it to prepare annual forecasting and quantification plan for medicines/vaccine and health commodities required at the district level for continuous supply chain management.
- To prepare cost estimates for procuring medical items on the basis of allocated budget FY for district.
- To support in preparing contract documents as per the procurement act, Drug Act and technical requirement for procurement of drugs and health commodities by district and perform technical evaluation of bid compliance with national technical specification.
- To receive and conduct post shipment inspection of Essential Drugs (ED), vaccines and other commodities as per the contract documents to ensure quality, quantity and standard of supplies of the medicine procured at district.
- To ensure proper storage of medicine/vaccine by adopting WHO good storage practice and to locate the drug by categorized layout.
- To arrange for supply of medicine/ vaccine and other medical commodities to designated health facility on demand basis ensuring good distribution practice.
- In case of product failure, arrange for recall of suspected products, ED, vaccines, and other commodities.
- To perform supervision and monitoring of under district health facility for medicine supply chain management and storage and counselling on dispensing.

JOB DESCRIPTION

9- CATEGORY - INVENTORY OFFICER

Date: 1 March 2010

1	Job purpose		Immediate Superior
	To review, monitor, control material stocks and initiate purchase/replenishment requisitions to keep min. stock levels in all depots and prevent obsolete stock (redistribute to central warehouses and/or district depots in coordination with category team members). To maintain records of the stock levels at each of the District storage points.		• Category Process Manager
2	Needs to work with (equipment, software, legal documents etc)	3 Decision power	Subordinates
	<ul style="list-style-type: none"> - MADS. - Statistics programs - ABC analysis software - Computer (word, excel advanced, internet) 	<ul style="list-style-type: none"> • Re-distribute stock materials across depots, in coordination with category team members • No other decision power- only initiation of requisitions, proposals, follow-up actions and reporting 	None Teamwork with Planning, Procurement, Dispatch, Warehousing and Distribution officers
4	Areas of responsibility		Performance indicators
	Result area	Tasks	
	Strategy development	<ul style="list-style-type: none"> • Assist the Category Process Manager in developing an efficient and effective planning & procurement strategy, to ensure the demand can be fulfilled in a timely manner • Provide statistical information on turn-over rate of all stock, in central warehouses as well as district depots • Provide statistics on obsolete stock, and add a financial number to the loss • In coordination with the Category Warehousing Officer, execute ABC analysis for each warehouse to identify the 20% of products that account for 80% of turnover and develop proper strategy for maximum efficiency and effectiveness in their handling (storage location, packing size, turnover, handling cost, etc.). 	<ul style="list-style-type: none"> • Adequate demand planning strategy in place • Statistical information on Stock Turnover rate, obsolete stock, costs etc. available. • ABC analyzes available for each warehouse
	Procedures, tools, Manuals and Guidelines	<ul style="list-style-type: none"> • Have a full understanding of the existing procedures and guidelines, and ensure compliance • Make recommendations for developing new or revising existing requisition/planning tools and procedures, in coordination with other relevant parties, including the other Inventory officer and the Planning officers • Ensure all established procedures for inventory management and all necessary documentation are in place. 	<ul style="list-style-type: none"> • SOPs updated and available to staff • Up to date procedures, policies and manuals available • Work/activities executed in alignment with SOP's etc.
	Performance Control	<ul style="list-style-type: none"> • Constantly monitor the key performance indicators, including stock levels, turn-over rate, expiry dates and take necessary actions. • Develop and update on a regular basis relevant, accurate, data for management as a basis for decision making. • Ensure swift audit ability of the procurement process/performance, assist the Internal Auditor in his task by providing accurate and immediate information as requested and ensure rapid implementation of identified improvement areas. 	<ul style="list-style-type: none"> • KPIs identified and monitored • Key data for decision making available for Management • No objection Audit Report • Improvement areas, identified in audits, surveys or via complaints, rapidly addressed and resolved

4 Areas of responsibility			Performance indicators
Result area	Tasks		
MIS & Reporting	<ul style="list-style-type: none"> Introduce all relevant data in the MIS system, on a daily basis Monitor the status of the order requisition, by staying in contact with Planning & Purchasing and check the status in the MIS Produce the required reports, statistics, KPI's on time, and in a professional format Identify bottlenecks, inefficiencies, changes in production supply capacity in the market etc, report these to relevant parties including the superior and take adequate actions where necessary Assist the category team with the set-up and implementation of new products in the MIS Ensure that all new products are correctly captured in the MIS and ensure that all physical properties are known e.g. carton dimension and weight; carton-fill; cartons to the pallet. 		<ul style="list-style-type: none"> MIS system up to date New products are correctly captured Reports/ information timely distributed and in a professional format, including rolling forecast (Possible) bottlenecks, delays etc identified and adequate action taken.
Review, monitor, control material stocks	<ul style="list-style-type: none"> Keep accurate information on stock levels in each warehouse/depot, initiate/follow up on stock count in warehouse/depot Receives copies of discrepancy reports in stock delivery and process the information in the MIS system Initiate order/replenishment requisitions based on min. stock level, turn-over rate and lead times (order to delivery) , double checking with planner if this merchandise will still be requested in near future Prevent obsolete stock by initiating redistribution to central warehouses and/or district depots (in coordination with category team members) Advise the category team of the extent and nature of any expiry problem Initiate and follow-up on stock clear-out operations Liaise with Planning to re-set Min stock levels, based on actual turn-over rate and expected demand Establish target stock levels at each distribution point including the replenishment triggers Ensure that the CAPE exercises are completed. 		<ul style="list-style-type: none"> Min. stock levels identified for all merchandise for coming 6-12 months Requisition timely initiated (ensuring min stock levels at CMAM) Timely re-distributed stock, no or minimum obsolete stock. Obsolete stock cleared out in a timely fashion.
Audit function in the Inventory Control of Merchandise Stock.	<ul style="list-style-type: none"> Plan and execute regular and ad-hoc audits on stock and cycle counts either with the MACS system or as an ad-hoc exercise with the Internal Auditing team. Check with the cycle count (perpetual inventory) teams of each warehouse for the products managed by the category team as to accuracy of records. Ensure that the Category Warehouse officer informs the warehouse managers of the change in status of a product. Check on merchandise available in gravity fed racking system. Manage all aspects of variance (difference in should be and actual stock) investigation. Monitor execution of all relevant actions to obtain stock accuracy, storage bin management data, occupancy of pallet space, etc. 		<ul style="list-style-type: none"> Accurate information on stock levels Number of coding mistakes Monitoring/Travel reports Report of Internal Auditor.

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Audit function in the Inventory Control of Merchandise Stock.	<ul style="list-style-type: none"> • Create and delete storage bins as per operational requirements. • Verify and report on appropriate packing, codification and storage conditions of merchandise. • Effectuate regular travel for verification and supervision purposes to depots. • Ensure that the stock positions of each DDM and US are known for all products and that these records are maintained at the DDMs and at the Central warehouses. 	
Administration	<ul style="list-style-type: none"> • Keep purchasing requests archived in a professional manner. • Maintain and update a data base on purchasing orders. 	<ul style="list-style-type: none"> • List purchasing requests updated and swiftly available.
Liaison with Category Management Team	<ul style="list-style-type: none"> • Keep the Category Manager (Team Leader) informed on all relevant aspects of inventory control – differences in stock, expire dates, etc. • Liaise with Category Planning and Category Procurement Officers to determine Min. stock levels and lead-times for procurement. • Liaise with Category Planning Officers to analyze expected future demand, etc. • Liaise with Category Procurement and Dispatch Officers on volume to be delivered and due dates of deliveries. • Liaise with Warehouse Managers to ensure inventory information is available: <ol style="list-style-type: none"> 1. Actual stock 2. The location of existing stock within each warehouse 3. Data of stock-days analysis 4. Data on expired product analysis 5. Detailed data record keeping per warehouse, by product and by location on actual condition of products (carton damage, leaks, product pack deterioration, etc.) • Liaise with the warehousing officer of the category team and advise on the changes in throughput for products i.e. moving from medium-moving to fast-moving as an example • Liaise with Inventory Officer of other category teams on all aspects of planning and logistics operations to ensure coordination and efficiency. 	<ul style="list-style-type: none"> • Category Manager is aware or daily business and enabled to act as a problem solver. • Standardized re-ordering and re-distribution procedures and methods across the Category • Up to date knowledge of status of actual inventory and incoming inventory.
HR related	<ul style="list-style-type: none"> • Orient ground staff of warehouse and depots (perpetual inventory teams in warehouse and depots) on how to effectuate regular cycle counts on stock accuracy. • Assist in the training and mentoring of junior staff. 	<ul style="list-style-type: none"> • Warehouse/depot staff adequate informed/trained in stock take, and performs accordingly.
Client relation & Satisfaction	<ul style="list-style-type: none"> • Take a personal interest in the internal client's satisfaction and establish a good rapport. • Respond adequately and swiftly to the internal client's request and / or complaints, in accordance with CWAM policy, and reporting all complaints to superior. 	<ul style="list-style-type: none"> • Client satisfaction as measured by means of survey • # of complaints.
Hygiene, Safety, Maintenance	<ul style="list-style-type: none"> • Follow Health & Safety regulations at all times. • Ensure work areas are clean and organized at all times. • Assume responsibility to identify problems, report to superior and take actions if required. • Ensure that all office equipment is kept clean and well maintained, take corrective actions if required. 	<ul style="list-style-type: none"> • Compliance with hygiene, sanitation and comfort standards and procedures • Employee wears required gear at all times.

4	Areas of responsibility		Performance indicators
	Result area	Tasks	
	Personal presentation & Development	<ul style="list-style-type: none">• Take professional pride in your work• Keep your work environment clean and tidy• Live the values and norms of CMAM• Ensure personal representation is in line with the CMAM standards• Dress according to requirements, ensuring a high standard of personal appearance and hygiene.	<ul style="list-style-type: none">• Going beyond the call of duty to satisfy customer needs, both internal and external• Professional work approach• Multi-functionality• Self-motivated, positive attitude, integrity• Eye for detail• Personal etiquette and grooming• Effective interface with other sectors (teamwork).
	Continuous Improvement	<ul style="list-style-type: none">• Highlight to management possibilities to improve work methods, procedures, equipment, services etc. with the aim to offer services in the most (cost) effective and efficient way.	
	Other	<ul style="list-style-type: none">• To initiate, attend and contribute to meetings as and when required• To be flexible and extend job duties, to carry out any other reasonable duties and responsibilities within the job capacity as assigned, including redeployment to alternative department/areas if required, to meet business demands and service needs.	

Quality Assurance Head Pharmacist

Job requirements profile

Job title	Quality Assurance- Head Pharmacist	
Preferred education (level, area)	<ul style="list-style-type: none"> Pharmacy degree, with <u>additional</u> formal education for Quality Assurance (see below). 	
Required courses	<ul style="list-style-type: none"> Certificate -- Advanced level for ISO 9000 or 2000 Quality system (Medical distribution and warehousing) Preferably: TQM certificate Certificate- introduction to Supply chain management (ESAM/USAID) Quantification and Procurement planning-Medication/Drugs (ESAM/USAID) <i>(requires to have attended already a basic course in Supply chain management, or similar)</i> Process analyses and Flow chart development. Intermediate Excel (if not obtained in formal education) MACS (reporting features). Financial management for non-finance managers Leadership & Coaching. 	
Required experience (years, specific areas)	<ul style="list-style-type: none"> 5 to 8 years in <u>QA position</u> in a similar business environment and 3 year of <u>Management</u> experience, in a fast paced environment 	
Specific knowledge required for satisfactory execution of this position (eg tax laws, systems, tools).	<ul style="list-style-type: none"> Knowledge of the specifics of the Categories merchandise Good knowledge of all operations within CMAM and the business sector MISAU regulations for the category specific merchandize COMED and NDRA regulation Sampling techniques and sampling SOPs Pharmacy and medicines and related substances control acts Advanced knowledge of ISO 9000 or 2000 Quality system Knowledge of continuous improvement approaches/methods Concept of ABC analysis and space(floor) planning General knowledge of the transport and packaging regulations for the category specific merchandize Concept of reverse logistics and recall operations Internal auditing methods MACS reporting features MS office: intermediate email, word, PowerPoint skills and Excel skills. 	
Ability to:		Personality traits
<ul style="list-style-type: none"> Developing an effective QA strategy, to ensure compliance with international standards of operation Ensure CMAM is ISO certified within 3 years after restructuring; Develop and implement recognized quality monitoring systems and implement systems for effective control of the QMS and regulatory compliance Provide technical assistance to implement and sustain effective supply chains for medicines, vaccinations and related commodities Ensure the availability of adequate resources for the QA department (staffing, IT systems, equipment, stationary, fuel etc) 		<ul style="list-style-type: none"> Good communication skills Analytical Result & Client orientated Highly Organized Good interpersonal skills Highly proactive Self motivated Ability to take effective and speedy decisions Problem solving orientation Stress resistant

<ul style="list-style-type: none"> • Ensure that required SOPs are initiated, implemented, reviewed, and updated if required, and reflect current business practices. • Ensure KPI's and service standards for the QA department are defined and monitored • Produce the required reports, statistics, KPI's on time, and in a professional format. • Plan and operate within the annual budget guidelines and maintain a tight control of such • Ensure professional handling of Damaged, short-dated, outdated, recalled and quarantined merchandise; Draft supplier corrective action reports (SCAR) and internal corrective action reports (ICAR) • Take the required corrective actions in case of inadequate handling of toxic products, unsafe work situations and any other environmental and H&S affecting situations • Plan, execute, report and follow up on audits of internal operations to ensure procedure, standards and regulatory compliance • Plan and supervise the (daily) work of team; evaluate performance, training needs and initiate disciplinary action where required. <p><u>Other skills:</u></p> <ul style="list-style-type: none"> • Excellent English skills • Excellent time management skills (incl priority setting) • Ability to handle multiple priorities at the same time • Ability to work cross functional with all levels of management • Excellent report writing and presentation skills 	
Physical requirements	Other requirements (eg. travelling, driver licence)
•	• Availability to travel to provinces

JOB DESCRIPTION
20- QUALITY ASSURANCE- HEAD PHARMACIST

Date: 1 March 2010

1	Job purpose		Immediate superior
<ul style="list-style-type: none">Lead the TQM/ISO management systems and the auditing process, to ensure OMAN is compliant with international standards of operation.			<ul style="list-style-type: none">Quality assurance- Head pharmacist
2	Needs to work with (equipment, software, legal documents etc)	3 Decision power	Subordinates
<ul style="list-style-type: none">Computer (advanced excel, word, outlook)MACS programISO 9001:2000 regulationsPharmacy and medicines and related substances control actsIntegrated management systemsTotal quality management approachesInternal auditing methodsQA SOPs (including recall)		<ul style="list-style-type: none">Return medication to supplier that does not comply with specifications, after consultation with Head pharmacist.Destroy medication take corrective action in case of non-compliance to procedures and regulations and in case of health & safety threatening situations (in coordination with supervisor/head of department).Design and implementation of drug recall SOPs (Tracking by Batch).	<ul style="list-style-type: none">Pharmacist assistant
4	Areas of responsibility		Performance indicators
	Result area	Tasks	
Strategy, structure & systems.		<ul style="list-style-type: none">Developing an effective QA strategy, to ensure compliance with international standards of operation.Approve recall and other QA strategies.Implement an efficient and effective organizational structure.Ensure the availability of adequate resources for the QA department (staffing, IT systems, equipment, stationary, fuel etc).Ensure KPI's and service standards for the QA department are defined and monitored.	<ul style="list-style-type: none">QA strategy ensures compliance to international Standards of operation.% labour costs is inline with international standards.Employees work in accordance to SOP's.Required resources are in place.KPI's defined and monitored.

4	Areas of responsibility		Performance indicators
	Result area	Tasks	
	Financial mgt (budgets & cost awareness)	<ul style="list-style-type: none"> To plan and control the departmental budgets and expenditure on a regular basis. Operate within the annual budget guidelines and maintain a tight control of such. Focus on elimination of unnecessary waste (energy, water, materials). 	<ul style="list-style-type: none"> Expenses within budget.
	Standard operating procedures, manuals tools Pharmaceutical regulation	<ul style="list-style-type: none"> Ensure that new process flows are identified, initiated and implemented. Review current process flows for applicability to current business practices, and if required, update and implement them. Establish operations specifications for critical systems. Ensure that required SOPs are initiated, implemented, reviewed, and updated if required, and reflect current business practices. <ul style="list-style-type: none"> Ensure SOP's are issued, controlled, distributed and retrieved. <ul style="list-style-type: none"> Ensure that all SOPs are reviewed and implemented on or before revision date. Ensure that SOP indexes are maintained and updated monthly. Ensure that SOPs are signed, dated (before effective date), and distributed on or before the 1st day of following month. Ensure that all SOPs attachments are included in the SOPs. Evaluate the needs for pharmaceutical regulations and regulatory procedures, evaluate functionality of existing procedures and enforcement procedures and recommend appropriate modifications or new approaches. Ensure that HR receives training requirements for all SOPs distributed ensure that all obsolete SOPs are retrieved and destroyed according to requirements. Implement appropriate medicine registration procedure including implementation of automated information systems (if appropriate). Comply with all relevant work and safety legislation, regulations, standards, and organizational procedures. Use all equipments and supplies in accordance with users manual. 	<ul style="list-style-type: none"> Up to date procedures (SOP's), policies and manuals available. Compliance with regulatory procedures. All work/activities executed in compliance with standard operating procedures (SOP). Process flows identified, updated and implemented. Critical systems are identified and special operational specification has been drafted and implemented.

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Management and control	<ul style="list-style-type: none"> Establish and implement systems for effective control of the QMS and regulatory compliance. <ul style="list-style-type: none"> Review Operations performance for continual improvement. Establish systems for effective control of regulatory compliance. Implement systems for effective control of regulatory compliance. Continuously monitor the departments KPIs and take corrective actions where required. Develop and implement ad-hoc checks and self-audits throughout CMAM. 	<ul style="list-style-type: none"> CMAM complies with all regulatory requirements. KPIs defined and monitored. Ad-hoc checks and self-audits planned and executed throughout CMAM.
MIS & reporting	<ul style="list-style-type: none"> Assures the batch tracking system in the MIS. Introduce all relevant data in the MIS system, on a daily basis. Monitor the status of the returns, disposed products etc. Produce the required reports, statistics, KPI's on time, and in a professional format. Identify bottlenecks, inefficiencies, unsafe situations, non-compliance to procedures & regulations, and report these to relevant parties, including the superior, and take adequate actions where necessary. 	<ul style="list-style-type: none"> MIS system up to date. Status of returns adequately monitored. Reports/ information timely distributed and in a professional format. (Possible) bottlenecks, delays etc identified and adequate action taken.
Audits	<ul style="list-style-type: none"> Plan and execute report and follow up on audits of internal operations to ensure procedure, standards and regulatory compliance. Plan and execute, report and follow up on audits of suppliers and external organizations to ensure procedural, standards and regulatory compliance. Ensure that SOPs and records needed during internal / external audits are available. Assist with retrieval of documentation required during audits. Identify, investigate and report on nonconformances related to processes or products. Elaborate the audit reports. 	<ul style="list-style-type: none"> Audits adequately planned and executed. Audit reports sent to the relevant parties.

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Technical assistance	<ul style="list-style-type: none"> • Provide technical assistance to implement and sustain effective supply chains for medicines, vaccinations and related commodities. This may involve work on: <ul style="list-style-type: none"> – Cooperation with MOH programs, assuring that all pharmaceutical logistics components are considered in the treatment guidelines and protocols for medicines, reagents and other diagnostic commodities. – Supplier pre-qualification/selection. – Procurement/tender management. – Inventory management. – Customs/port clearance. – Warehouse management. – Distribution and transportation. – Financial management and supply chain. – HR management. – Management information. – Performance monitoring. • Ensure having a good knowledge of all operations within CMAM and the business sector. 	<ul style="list-style-type: none"> • Occupant has good knowledge of all operations within CMAM and the business sector itself. • Operations within CMAM receive professional technical assistance from QA department.
Quality monitoring systems and ISO certification	<ul style="list-style-type: none"> • Develop and implement recognized quality monitoring systems. • Ensure CMAM is ISO certified within 3 years after restructuring • Determine training needs to ensure quality improvement. • Plan and implement QA training activities. 	<ul style="list-style-type: none"> • Training needs for quality improvement are identified and a training plan has been developed. • Training for quality improvement is executed as per training plan. • Quality monitoring systems in place. • CMAM ISO certificated 3 yrs after restructuring.
Sampling/ quality control cold storage	<ul style="list-style-type: none"> • Take samples of delivered products and sent to lab to test on content/specifications. • Take adequate measures when merchandise doesn't contain what is on the specifications and what is ordered. • Verify if cold storage has the required specifications and temperature. 	<ul style="list-style-type: none"> • All delivered batches are checked on content/Quality. • Cold storage has required specifications and temperature.

4	Areas of responsibility		Performance indicators
	Result area	Tasks	
	Damaged, short-dated, outdated, recalled and quarantined merchandise	<ul style="list-style-type: none"> • Returns <ul style="list-style-type: none"> - Process returns according to SOPs and according to the quality management system. - Assess returns for compliance with quality assurance requirements. - Liaise with clients/suppliers on returns. - Monitor movements and ensure control over returned stock. • Short-dated stock <ul style="list-style-type: none"> - Ensure that short dated stock is moved into respective area. - Liaise with clients regarding disposition of short dated stock. - Monitor movements and ensure control over short dated and damaged stock. • Quarantined stock <ul style="list-style-type: none"> - Release quarantine stock, solve problems and make decisions regarding quarantine stock after consultation with QA/head pharmacist. - Liaise with clients on quarantine stock and returns. - Monitor movements and ensure control over quarantined stock. • Damaged stock <ul style="list-style-type: none"> - Assess damaged stock and take adequate decision/action. - Monitor movements and ensure control over damaged stock. • Expired stock <ul style="list-style-type: none"> ▪ Process expired stock according to SOPs and according to the quality management system. ▪ Liaise with relevant parties (incl Category Inventory officer and warehouse manager) regarding disposition of expired stock. ▪ Monitor movements and ensure control over expired stock. • Recall <ul style="list-style-type: none"> ▪ Assure a national mechanism for products recalls. ▪ Manage the recall process. ▪ Ensure the control over recalled stocks. • Register all transactions (returned products, disposed products etc) in the MIS system. • Run reports on short dated stock, expired, damaged and quarantined stock. • Draft supplier corrective action reports (SCAR) and internal corrective action reports (ICAR). • Prepare reports, implement corrective actions and make recommendations on how to improve trends. 	<ul style="list-style-type: none"> • Short dated damaged, quarantined stock and returns, are processed according to SOPs and moved to respective areas. • Short dated, damaged, quarantined stock and returns are duly registered in the MIS system. • SCAR's and ICAR's are sent to relevant parties.

4	Areas of responsibility		Performance indicators
	Result area	Tasks	
	Environment and H&S	<ul style="list-style-type: none"> Take the required corrective actions in case of inadequate handling of toxic products, unsafe work situations and any other environmental and H&S affecting situations. Report the observed situation and the action taken and ensure situation has been resolved within the given timeframe. 	
	Customer service (clients questions and/or complaints)	<ul style="list-style-type: none"> Ensure internal clients receive a timely and adequate response on inquiries/complaints. Ensure records are kept of the type of inquiries and/or complaints, and take adequate action where certain issues continue being raised. 	<ul style="list-style-type: none"> Inquiries/complaints of internal customers timely and adequately handled. Records of type of complaints/inquiries.
	Archive/administration	<ul style="list-style-type: none"> Ensure documentation (handled records, reports, and filing systems) is maintained in a professional and transparent manner (easily retrievable). 	<ul style="list-style-type: none"> Archive well organized, auditable and easy retrievable.
	HR, training & organizational climate)	<ul style="list-style-type: none"> To plan the daily work of the team, to supervise and evaluate performance of the team members. Responsible for the weekly rostering of the team and approval of overtime. Initiate team meetings on a regular basis to preview upcoming events and activities and to review scheduled performance. Encourage multi-functionality. Personally coach members of the team on relevant tasks. Ensure that members of the team report for duty and control attendance & absence (holidays leave, sick leave, unauthorized absence-etc). Assist in the selection of new employees if required. Determine training needs of team members and initiate required actions. Handle all staff disciplinary matters for your department in consultation with the human resources department. 	<ul style="list-style-type: none"> Attendance punctuality. Sufficient staffing at all times. Man productivity/ section productivity. % Sick leave. Man-days of training. Employee motivation, as measured by periodic audits. Labour turnover %. # of stealing incidents.

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Hygiene, safety maintenance	<ul style="list-style-type: none"> Follow health & safety regulations at all times. Report health and safety offences and shortcomings to the supervisor and health and safety representative. Ensure QA department areas are clean and organized at all times. Assume responsibility to identify problems, report to superior and take actions if required. Ensure that all office equipment is kept clean and well maintained, take corrective actions if required. Wear required gear at all times. 	<ul style="list-style-type: none"> Compliance with hygiene, sanitation and standards and procedures. Employee wears required gear at all times. Work area clean and well maintained.
Continuous Improvement	<ul style="list-style-type: none"> Highlight to management possibilities to improve work methods, procedures, equipment, services etc. with the aim to offer services in the most (cost) effective and efficient way. 	<ul style="list-style-type: none">
Client relation & Satisfaction	<ul style="list-style-type: none"> Take a personal interest in the internal client's satisfaction and establish a good rapport. Respond adequately and swiftly to the internal clients request and / or complaints, in accordance with internal policy, and reporting all complaints to superior. 	<ul style="list-style-type: none"> Client satisfaction as measured by means of survey. # of complaints.
Personal presentation & Development	<ul style="list-style-type: none"> Take professional pride in your work. Keep your work environment clean and tidy. Use the values and CMAM norms. Ensure personal representation is in line with the CMAM standards. Dress according to requirements, ensuring a high standard of personal appearance and hygiene, take corrective actions if required. 	<ul style="list-style-type: none"> Professional work approach. Self-motivated, positive attitude, integrity. Eye for detail. Effective interface with other sectors (teamwork).
Other	<ul style="list-style-type: none"> To initiate, attend and contribute to meetings as and when required. To be flexible and extend job duties, to carry out any other reasonable duties and responsibilities within the job capacity as assigned, including redeployment to alternative department/areas if required, to meet business demands. 	

Warehouse Technical Assistant

Job requirements profile

Job title	Inbound data clerk	
Preferred education (level, area)	High school	
Required courses	<ul style="list-style-type: none"> • Stock management. • MACS system. • Management of Hazardous goods • Preferably: Driving forklift (to be able to substitute forklift driver if required) 	
Required experience (years, specific areas)	2 years of experience in similar position.	
Specific knowledge required for satisfactory execution of this position (eg. tax laws, systems, tools)	<ul style="list-style-type: none"> • Basic English • Good knowledge of MS office (word, excel). • MACS system. • Stock management methods & procedures. • Handling hazardous goods 	
Ability to do:	Personality traits	
<ul style="list-style-type: none"> • Report on monthly basis storage space available in equivalent of pallet spaces. • Provide required reports in a timely manner (such as: received goods, goods to be returned, stock levels, pallet population, stock days versus quarantined products). • Process all data in the indicated MIS system MACS; update the MACS system with any product changes; any location changes and with the results of the perpetual inventory; make daily back-up. • Check that the goods received match with the specifications provided in the ordering information. • Identify any storage conditions or moving equipment required to place the goods in storage. • Provide information on the storage and handling requirements of merchandise to all relevant people • Confirm with internal customers the type, quantity, and condition of goods being returned, and obtain information on the reasons for returning the goods. • Produce the labels that clearly identify any goods that are to be returned to the supplier or manufacturer. • Assist in the creation and improvement of information sheets for inbound process. • Ensure all inbound documentation is available. 	<ul style="list-style-type: none"> • Good communication skills. • Orientation to internal client. • Quality orientation. • Result orientation. • Self motivated. • Organizing skills. • Good relationship skills. • Disciplinary behavior. • High responsibility. • Very proactive. • Ability to work under pressure. 	
Physical requirements	Other requirements (eg. travelling, driver licence)	
<ul style="list-style-type: none"> • Good physical health (no colour problems). • Ability to see colours (in case of colour coding) 	Preferably: forklift driver certificate.	

JOB DESCRIPTION

41- INBOUND DATA CLERK

Date: 1 March 2010

1	Job purpose		Immediate Superior
	Ensure that all incoming goods are registered, in a correct and efficient way.		• Inbound & Outbound Supervisor
2	Needs to work with (equipment, software, legal documents etc)	3 Decision power	Subordinates
	<ul style="list-style-type: none"> • MACS program • Storage requirements and handling methods for generic merchandise and specific hazardous goods and materials; • Stock rotation methods. 	<ul style="list-style-type: none"> • Returning of damaged, faulty etc goods to suppliers/manufacturer • Replenish returned merchandise 	
4	Areas of responsibility		Performance indicators
	Result area	Tasks	
	Manuals & Standard Operating Procedures (SOP)	<ul style="list-style-type: none"> • Comply with all relevant work and safety legislation, regulations, standards, and organizational procedures; • Use all equipments and supplies in accordance with users manual. 	<ul style="list-style-type: none"> • All work/activities executed in compliance with Standard Operating Procedures (SOP)
	Cost awareness	<ul style="list-style-type: none"> • Focus on elimination of unnecessary waste (energy, water, materials); • Check on expiry dates of incoming goods and take pro-active measurements to avoid wastage. Incoming stock, with expiry dates of less than the prescribed expiry time for the particular product will be prioritized to be sent out first, or re-distributed to other warehouse. • Report timely on excess in stock/product (stock days in stock versus stock usage/day). 	<ul style="list-style-type: none"> • No loss of stock due to expiry dates. • 0 stock days before expiry date/product; • Stock usage/ day/ product (rotation)
	Reporting	<ul style="list-style-type: none"> • Provide required reports in a timely manner (such as: received goods, goods to be returned, stock levels, pallet population, stock days/product versus, quarantined products). 	<ul style="list-style-type: none"> • Reports available on time, and accurate information.
	MIS MACS	<ul style="list-style-type: none"> • Process all data in the indicated MIS system MACS and make daily back-up • Assist in the creation and improvement of information sheets for inbound process. • Record the Inbound documentation to the MACS system. • Alert management when product is received that has no product data record in the MACS system. • Produce the put away to location instructions for the operatives; • Update the MACS system with any product changes; any location changes and with the results of the perpetual inventory 	<ul style="list-style-type: none"> • MIS system up to date • Weekly back-up of data in MIS system • Utilization of adequate information sheets

4 Areas of responsibility		Performance indicators
Result area	Tasks	
MIS MACS	<ul style="list-style-type: none"> • Inform the MIS Manager of any problems associated with the MACS software • Inform the MIS manager of any hardware problems • Keep a log of any incidences • Ensure that all print cartridges are available for the label and laser printers • Ensure adequate supply of all inbound documentation 	
Storage space and pallet use	<ul style="list-style-type: none"> • Report on monthly basis storage space available in equivalent of pallet spaces. • Report on monthly basis on total pallet population and indicate required pallet population for incoming orders. 	<ul style="list-style-type: none"> • Optimum allocation of products (see: Requisition/ order incidence frequency against allocation); • m² pallets space; • Total pallet population vs minimum pallet population requirements.
Processing of received goods	<ul style="list-style-type: none"> • Check that the goods received match with the specifications provided in the ordering information; • Obtain information on the specific risks of hazardous goods and materials, and take the required actions; • Ensure that the Pharmacist is made aware of any discrepancies with the packaging of inbound goods • Liaise with the Pharmacist when product expiry dates do not meet the prescribed limits • Identify correctly any damaged, faulty, out of date items. Register these items and move them to appropriate location; • If stock needs to be repacked, coordinate this with the warehouse operators; • Process daily, in an accurate manner, all received goods in the Stock system (eg. MACS). • Produce the pallet labels according to procedures and codes in inventory list; • Identify any storage conditions or moving equipment required to place the goods in storage; • Provide put-away list that indicates to MHE operators where stock needs to be placed/ stored. 	<ul style="list-style-type: none"> • Received orders are matched with actual order and faulty orders are processed as per procedure; • Received goods are accurately entered into stock system, on daily basis. • All goods received are labeled and stored as per specifications;
Processing of Returned Goods	<ul style="list-style-type: none"> • Confirm with internal customers the type, quantity, and condition of goods being returned, and obtain information on the reasons for returning the goods; • Ensure that the Pharmacist is made aware of any returned goods and is present to undertake the QA process • Provide all relevant details of the returned goods to the appropriate people, and update the stock control system; 	<ul style="list-style-type: none"> • Returned goods correctly labeled and stored in correct location • Accurate information on returned goods, and action taken • Throughput time to replacement the returned goods

4 Areas of responsibility		Performance indicators
Result area	Tasks	
Processing of Returned Goods	<ul style="list-style-type: none">Produce documentation that positions the returned goods in a correct location, and ensure that they are kept separately from outgoing stock;Produce the labels that clearly identify any goods that are to be returned to the supplier or manufacturer;	
Equipment Utilization	<ul style="list-style-type: none">Ensure that all equipment entrusted during the course of your duties, is used in accordance to the operational standards, and remains well maintained.Any damages to or malfunctioning of the equipment needs to be reported immediately to the direct manager.	<ul style="list-style-type: none">Equipment functional and well maintained
Coordination & Communication	<ul style="list-style-type: none">Provide information on the storage and handling requirements of merchandise to all relevant people, using the appropriate communication methods;Coordinate where required, to ensure effective and efficient operations, e.g. with the operative and MVE drivers;Assume responsibility to identify problems, report to superior and take actions if required.	<ul style="list-style-type: none">Warehouse operators, Equipment handlers, Supervisor etc, informed on storage and handling requirements of all type of merchandize and act in complianceMerchandize rapidly removed from inbound area into storage
Hygiene, Safety & Maintenance	<ul style="list-style-type: none">Follow Health & Safety regulations at all timesDress according to requirements, ensuring a high standard of personal appearance and hygiene, take corrective actions if requiredKeep your work environment clean, organized and tidy at all timesWear required gear at all times.	<ul style="list-style-type: none">Compliance with Hygiene, Sanitation standards and proceduresEmployee wears required gear at all timesWork area well organized and maintained
Client relation & Satisfaction	<ul style="list-style-type: none">Take a personal interest in the internal client's satisfaction.Respond adequately and swiftly to the internal clients request and / or complaints, in accordance with CNAM policy, and reporting all complaints to superior.Answering questions from visitors, clients or customers unless prior approval granted by management.	<ul style="list-style-type: none">Satisfaction as measured by means of survey.# of complaints

4	Areas of responsibility		Performance indicators
	Result area	Tasks	
	Personal presentation & Development	<ul style="list-style-type: none">• Take professional pride in your work• Keep up to date with latest developments in your field and update your skills if required• Develop and maintain effective work relationships with colleagues• Ensure personal representation is inline with the CIMAM standards	<ul style="list-style-type: none">• Professional work approach• Multi-functionality• Self-motivated, positive attitude, Integrity• Eye for detail• Personal etiquette and grooming• Effective interface with other colleagues (teamwork)
	Continuous Improvement	<ul style="list-style-type: none">• Highlight to management possibilities to improve work methods, procedures, equipment, services etc. with the aim to offer services in the most (cost) effective and efficient way.	
	Other	<ul style="list-style-type: none">• To initiate, attend and contribute to meetings as and when required.• To be flexible and extend job duties, to carry out any other reasonable duties and responsibilities within the job capacity as assigned, including redeployment to alternative department/areas if required, to meet business demands and needs.	

