

# Effective Vaccine Management Good Practice

## Human Resources & Leadership

### The Theory of Change

The Human Resources for Supply Chain Management Theory of Change framework provides guidance on how to improve human resources for immunization supply chain and cold chain management across four pathways: staffing, skills, working conditions and motivation.

#### **Staffing:**

All critical SC positions and/or competencies are filled

#### **Skills:**

Workers apply their skills as appropriate at every level of the SC

#### **Working Conditions:**

Working conditions are conducive and support performance

#### **Motivation:**

SC workers are motivated to do their jobs

### Why is Human Resources crucial to effective vaccine management?

The Global Vaccine Action Plan (GVAP) describes capacity-building of managers and front-line health workers as a recommended action for strong immunization systems. Effective vaccine management (EVM) is a crucial component of every immunization programme, providing the platform needed to monitor and assess the immunization supply chain system. A competent and motivated workforce is a key performance driver of any immunization programme.

### HR challenges in vaccine supply and cold chain management

- Staff shortages.
- Limited access to professional and management development.
- Poor motivation due to heavy workload, low salaries and limited career growth.
- Inadequate work tools.
- High attrition rates and frequent deployment.
- Outdated job descriptions.
- Weak human resources data systems.
- Infrequent supportive supervision.

The role of health workers in immunization is further emphasized through WHO's standard competencies for the immunization workforce, as a normative guidance for knowledge, skills and abilities required for an effective programme.



## What steps should an Expanded Programme on Immunization (EPI) manager take to improve human resources for immunization supply chain and cold chain management?

The recent launch of EVM 2.0 with a dedicated category for human resources and management demonstrates the growing recognition of human resources in immunization supply chain and cold chain management. Countries can improve human resources capacities at the national level through the following actions:

Hire a competent national immunization supply chain manager with required qualifications.

Analyse EVM assessments to identify human resources challenges and their root causes.

Advocate for funding and planning through relevant in-country mechanisms.

Create and maintain a logistics coordination group to address challenges, monitor progress and define solutions.

Create a supportive supervision and on-the-job training mechanism as an integral part of the training plan for immunization supply chain and cold chain management.

Ensure adequate in-country capacity to carry out an EVM assessment and continuous improvement planning at all levels.

Define context-specific recommendations to improve human resources for immunization supply chain and cold chain management and incorporate these in relevant country plans.

Develop a human resources accountability framework linked to key performance indicators (stockouts, stock status, reporting rates) to enhance supply monitoring.

Facilitate the recognition and inclusion of supply chain and logistics management as part of essential job functions.

## What tasks should be prioritized in developing human resources capacity for immunization supply chain and cold chain management at the subnational level?

# 1



### Staffing:

Determine staffing needs in terms of quantity and quality for vaccine forecasting, procurement, inventory management, temperature management, cold chain equipment maintenance, distribution, transportation, data and waste management.

Update job descriptions and organization charts, including requisite qualifications and experience.

Identify existing functions responsible for the supply chain and maintain clarity in roles and responsibilities at the district and health-care facility levels.



# 2



### Skills:

Conduct a training needs analysis and incorporate a costed training plan into EPI workplans.

Provide access to sustainable and cost-effective learning opportunities, including online and on-the-job training methods.

Advocate with relevant health-care professional bodies for the recognition of health-care supply chain management courses with continuous programme development.

Set expectations for continuous learning and develop a system for rewarding staff who meet their annual learning goals.

Encourage membership and participation in communities of best practices, workshops, meetings, webinars, publications and conferences to enhance knowledge exchange, best practices and access to expert knowledge.

Develop managerial capabilities through relevant skills development programmes.

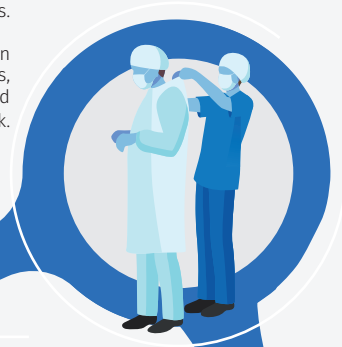
### Working Conditions:

Advocate for a conducive working environment with adequate facilities, work tools and safety procedures in place.

Encourage a culture of open communication, ongoing feedback, mutual respect and continuous learning at all levels.

Maintain access to information and job support tools (job aids, manuals, forms, computers) needed to perform the work.

# 3



# 4



### Motivation:

Create a shared vision and goal to guide individual, managerial and team performance with targets, action planning and monitoring.

Implement financial and non-financial recognition systems that reward excellent performance.

Develop a career development pathway for professionals involved in immunization supply chain and cold chain management linked to the organizational structure and opportunities.