

Supply Chain Management –Specialised Or General Administrative Function?

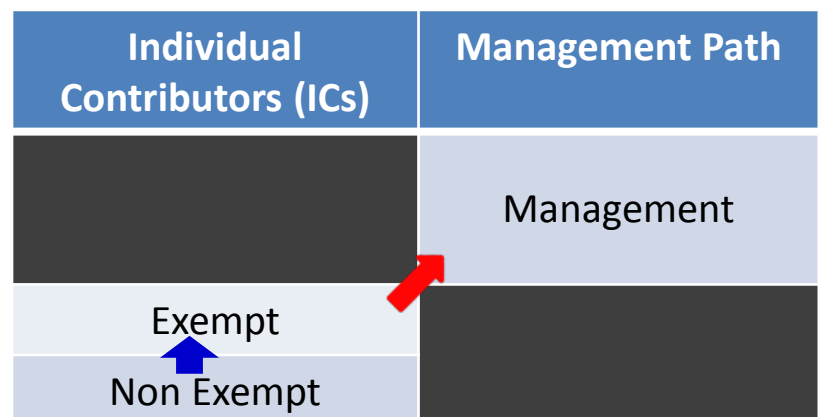
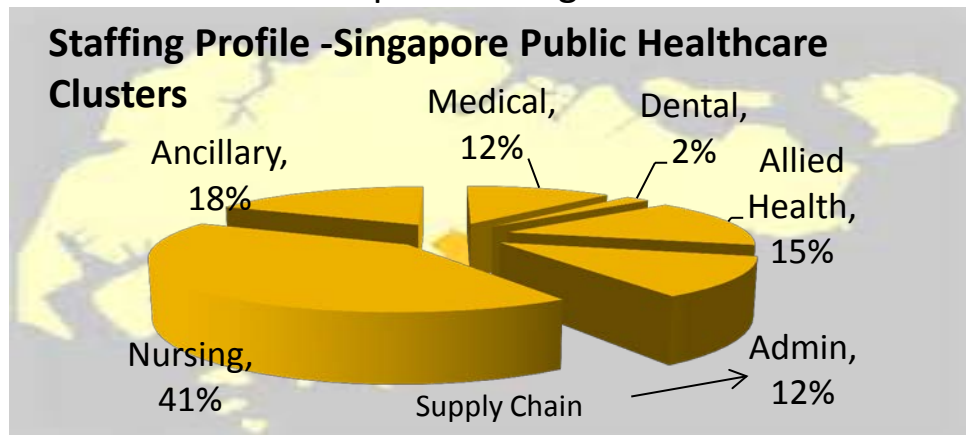
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Objective :

Develop Supply Chain management expertise in healthcare to support Academic Medical setting.

Methodology/Approach :

- Current landscape : Staffing & Career Tracks



Supply Chain treated as Admin function :

- Training is not differentiated from other Admin tracks
- Development path does not support competency building

Long term growth typically in Management

- Path may not suit everyone

- Benchmarked with other Healthcare groups (US) and other industries
 - Career tracks for individual contributors & Managers
 - Competency roadmap

Outcomes

- Revised GPO Career Paths: Parallel tracks created for ICs & Managers
 - Facilitate growth to specialist in non Managers track or onto Manager's track
 - Managers more focused on People & Organisation Development
 - Differentiation in roles
 - ❑ Procurement, Logistics, Supply Chain Development & Administration

Individual Contributor (IC)				Management			
Procurement	Supply Chain	Logistics	Administration	Procurement	Supply Chain	Logistics	Administration
				Snr Procurement Manager	Snr Supply Chain manager		Snr Manager
				Snr Procurement Manager	Snr Supply Chain manager	Track will be expanded if scope is increased	Snr Manager
Snr Procurement Specialist	Snr Supply Chain Specialist	Increased tracks for growth & specialisation		Procurement Manager	Supply Chain Manager		Manager
Procurement Specialist	Supply Chain Specialist			Procurement Manager	Supply Chain Manager		Manager
				Asst Procurement Manager	Asst Supply Chain Manager	Asst Logistics Manager	Asst Manager
Snr Procurement Executive	Snr Supply Chain Executive	Snr Logistics Executive	Snr Administrative Executive	Asst Procurement Manager	Asst Supply Chain Manager	Asst Logistics Manager	Asst Manager
Procurement Executive	Supply Chain Executive	Logistics Executive	Administrative Executive				
Snr Procurement Associate		Snr Logistics Associate	Snr Administrative Assistant				
Procurement Associate		Logistics Associate					
Materials Mgmt Clerk		Logistics Assistant	Administrative Assistant				

Results

- Specialist track allowed GPO to focus on building bench strength in all areas of Supply Chain.
- With the roles and specialist tracked defined,
 - Appropriate training and development programs can be tailored to groom staff.
 - Attracting and acquiring right talent

Conclusion : Specialisation will help GPO improve overall performance and build a career in Healthcare Supply Chain. Though it is at infancy state, improvements have been made :

- A more thorough development of product & category sourcing/procurement strategies
- Deployment of should cost modelling, activity based costing
- Improved retention rate of high performers by 10%