

CERTIFICATION IN HUMANITARIAN SUPPLY CHAIN MANAGEMENT (CHSCM)



About CHSCM

Certification in Humanitarian Supply Chain Management (CHSCM) is offered as part of the Fritz Institute/CILT (UK) Humanitarian Logistics Certification Program. Humanitarian logisticians are called upon to provide responses in a variety of situations, sometimes planned for, but often happening without warning. In such situations, humanitarian logistics managers must have the ability to quickly construct and operate a supply chain to bring relief to those in need.

Developed with funding from DFID, ECHO and USAID, by experienced logisticians from ICRC, the International Rescue Committee, Medecins Sans Frontieres (Holland), Oxfam (GB), Save the Children (US), UNICEF, UNHCR, and WFP, CHSCM offers best practices in supply chain management from the humanitarian community, in combination

with leading practices from the commercial sector and academia, in order to teach the essential planning and management skills required of humanitarian logistics managers.

Who should participate?

CHSCM is aimed at humanitarian logisticians who are operating at a tactical level and are engaged in planning, resourcing and managing the supply chain and the implementation of supply chain strategy. Typically, candidates hold positions such as Logistics Coordinator, Logistics Manager and Head of Logistics.

While there are no set academic prerequisites, candidates are required to have experience as well as knowledge in humanitarian logistics and operations. A quick checklist (available at www.fritzinstitute.org) confirms candidates' suitability prior to enrollment. In some cases, candidates may be recommended to take Certification in Humanitarian Logistics (CHL) first; however, CHL alone does not provide sufficient qualification to take CHSCM.

The self-paced distance learning is designed specifically for those presently working, with busy schedules, who require flexibility in their learning schedules.

How will you learn?

CHSCM uses the innovative 'competence model' approach, which emphasizes application of skills, as opposed to the examination of knowledge. At the start of the course, the candidate (or student) is inserted into a reality-based scenario in which they play a management role in a simulated humanitarian relief operation. The tasks they are requested to complete are designed to facilitate the development and demonstration of the required skills, as defined in the competence model.

Throughout the program, which is administered by the Logistics Learning Alliance (LLA), candidates are supported by LLA's experienced and professional learning coaches. These coaches also assess candidates' assignments and determine when they are ready to proceed to the next unit.

Candidates should expect to take 24 months to complete the program, studying approximately 10 hours per week. During that time, a portfolio documenting the candidate's achievements and skills is compiled for submission at the end of the program to the awarding body (CILT-UK) for final assessment.

Course Fee & Registration

The course fee is £1,600, which may also be paid in two installments of £830 each. The fee includes all course materials, coach support and final assessment.

Registration may be done at any time through the Fritz Institute website: www.fritzinstitute.org. With questions, please contact info@fritzinstitute.org.

COURSE CONTENT

Pre-Reading: Supply Chain Structures

The material in the Supply Chain Structures section contains detailed information about supply chain management, its processes and how organizations manage performance. This whole course is about creating supply chains that meet the performance objectives required of them. Consequently, this material provides the essential underpinning knowledge for both of the units that follow.

In order to obtain maximum benefit from the units on Supply Chain Planning and Supply Chain Operation and Coordination, it is essential that participants be familiar with this material. While it is likely that participants will be familiar with some of the material (particularly if they have completed CHL), review is recommended as some aspects may be new.

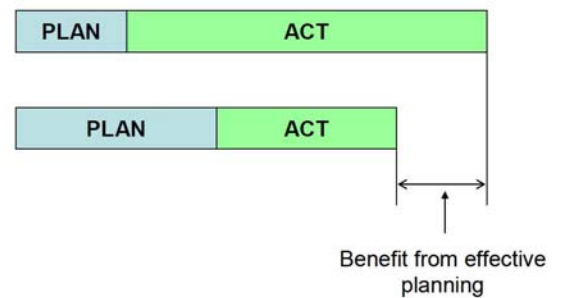
The Pre-Reading: Supply Chain Structures section includes modules on:

- Supply Chain Concepts
- Decoupling Points
- Supply Chain Processes
- Supply Chain Types
- Performance Management
- Supply Chain Alignment

UNIT 1: Supply Chain Planning

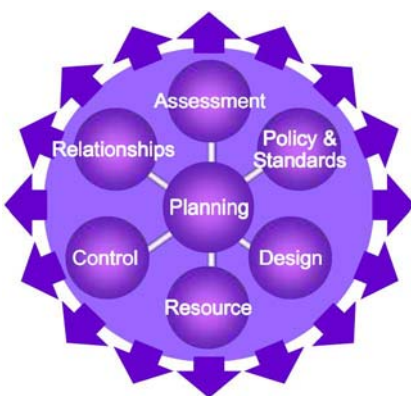
Planning is a decision making process about what to do and then how to do it. Underpinning an organization's purpose is usually a mandate and policies that define what can be done and in what ways. Planning is the tool that enables the mandate and policies to be applied in a way that ensures actions are taken that allow the organization to provide solutions in specific situations.

In Unit 1, planning is approached as a deliberate act requiring analysis and assessment of the current situation, interpretation of policies, and design of solutions to fulfill the desired objectives. Supply chain planning processes provide the signal or trigger for the supply chain operational processes. Often, particularly in emergency situations, the expectation to act is high. But action undertaken without effective planning often leads to longer response times. Spending time on planning can make the difference between action that is effective and timely and action that is immediate but ineffective. Good planning will lead to better results delivered on time with the consequence that human suffering is relieved in a more cost effective way.



Activities

Unit 1: Supply Chain Planning consists of six activities, shown in the diagram below.



Planning is about setting up and creating supply chains to produce performance that is appropriate to the operating context. To begin this process, it is important to make an **assessment** of the situation. This will involve an assessment of the program requirements and also of the global supply chain strategy. It will require an assessment as to which supply chain type will be most appropriate and determining what performance objectives need to be satisfied. The assessment stage involves data gathering and analysis.

The organization will have established **policies** and **standards** that provide rules for how supply chain behavior must be conducted. It is important that these are not violated and so they must be understood, interpreted and applied. The interpretation must allow for the operating circumstances that the current situation presents. In addition, there are standards that set the minimum level of expected performance that must be attained.

The supply chain can then be **designed** with consideration to supply chain type and the network infrastructure that will be needed to support activity. This will involve planning the end-to-end activities and how they will be performed irrespective of who will subsequently do the implementation.

Once the design has been made, the level of **resources** required to operate it can be planned. How the supply chain will be **controlled** will also need to be addressed, so that performance can be monitored.

Finally, special attention must be paid to interfaces with other groups of people, internally and externally. This requires specific effort to build **relationships** that will lubricate the supply chain. Trust is what makes supply chains run smoothly and trust results from good supply chain relationships.

UNIT 2: Supply Chain Coordination and Operation

It is a rather obvious, but still very important, statement that good planning does not necessarily mean that the supply chain will perform as required. Even with the best planning, the situation can develop in ways never anticipated in the planning scenario. Even if things happen as planned, performance must be monitored to confirm that the needs of the programs are being met and operations are in line with the global supply chain strategy.

This unit focuses on operating and coordinating supply chain activity. It involves monitoring and measuring performance to ensure that it is on track to meet expectations. Where there is a deviation, appropriate action must be taken to restore progress.

Activities

Unit 2: Supply Chain Coordination and Operation consists of 6 activities, as shown in the diagram below.



Operating the supply chain involves **monitoring and measuring** its performance. Monitoring the supply chain is about observing supply chain activities to gather qualitative information to be able to identify current and potential performance problems. Measuring performance involves gathering quantitative information to enable the performance of the supply chain to be tracked and compared with the planned performance objectives. In this unit, we will look at both the performance information that is needed as well as the methods to collect this information.

Information on supply chain performance will be needed to **report** to others within the organization or to other supply chain partners (e.g. suppliers). It is therefore important to look at how to effectively present performance information to others.

One of the main reasons for gathering information on performance is to identify performance problems and the effect they have on the objectives of the supply chain and the humanitarian organization. **Improvement**

through effective problem solving and decision making is made easier by following a structured approach. Such an approach will be introduced. Different types of problems will be considered, as will the effectiveness of taking various actions in response. Focus will be placed on developing improvement action plans that resolve problems and restore effective and efficient operations.

In addition to making improvements, there are special situations, such as **transition** or **withdrawal**, that require careful management. As a supply chain develops, opportunities may exist to make a transition to another supply chain type that may transform performance to a new, higher level. Like a living entity, a supply chain is created, evolves through improvement and transition, to arrive eventually at a time when its objectives have been fulfilled and it needs to be closed down. Managing withdrawals is therefore an important topic in this unit.

Improvements, transitions and withdrawals are projects that need to be managed. Tools from the **project management** world will be introduced and some of the people issues associated with managing the changes that projects entail will be considered.

Finally, coordinating and operating the supply chain involves managing and leading other people. Accordingly, skills will be introduced in this unit on providing **advice** and **support** to other logisticians carrying out supply chain activities and operating the supply chain.