

## Planning, Developing and Supporting the Health Workforce: Human Resources for Health Action Workshop

Johannesburg, South Africa  
January 17-20 2006

### Discussion Topic Questionnaire

#### Questionnaire Instructions

In order to help us finalize the agenda for the workshop, we are interested in learning the relative priority of possible HRH topics. Please think about and **pick up to five (5) topics** from the list below. Choose the ones you believe are the most important and relevant topics for the HRH situation in your country at this time. Also, in the next column, please indicate areas in which you have some lessons to share with others.

Discussion Topic	Very important topic for our HRH situation	I have lessons and experiences to share
<b>1. Workforce Assessment and Planning</b> (Cadre profile, work site, qualifications, skills, training received, training needs, vacancies, PSE graduate profile)	12	1
<b>2. Recruitment and Hiring Practices</b> (The process of actively seeking participants to fill vacant positions using a variety of methods – internal job postings, advertising, using search firms – and mechanisms used to find and bring on those people in a timely, open, equitable and cost-efficient way)	7	
<b>3. Deployment</b> (The process and criteria used to determine assignment of place of work, composition and diversity of teams, work shifts, transfers, replacements)	5	1
<b>4. Frontline Supervision</b>	1	
<b>5. Human Resources Management</b> (Professional HRM capacity, personnel policy and practice, career path, promotions, HR data, staff tracking system)	11	1
<b>6. Health Care Worker Productivity</b> (Setting productivity standards, estimating gaps, root cause analysis and intervention selection, implementation, monitoring and evaluation)	10	
<b>7. Human Resources Strategic Planning</b> (The process of anticipating future staffing needs to ensure that a sufficient pool of talented people with skills and experience needed will be available to meet those needs in the long term)	15	1
<b>8. In-Service Training</b> (In relation to workforce supply)	4	1

Discussion Topic	Very important topic for our HRH situation	I have lessons and experiences to share
<b>9. Pre-Service Education</b> (In relation to workforce supply)	2	
<b>10. Performance Improvement</b> (Provider performance problems, gaps, root cause analysis, intervention selection, implementation, monitoring and evaluation)	8	1
<b>11. Performance Management</b> (Clear performance expectations, performance evaluation systems)	6	
<b>12. Retention Policies and Practices</b> (Monetary and non-monetary incentives, policies and practices to manage migration)	16	2

**Any other comments/topics not listed that are important? Special aspects of a topic that you would like to see discussed?**

Developing staffing norms for different levels of health facilities – Kautoo Mutirua (Namibia)

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Actually, all of the 12 categories are critically important in Rwanda as we undergo decentralization and health sector reform. In Rwanda, our question, from my perspective, is how do we address key HRH areas simultaneously with a reduced MOH workforce at the central level—but with greater autonomy at the district level, yet without resources and highly qualified staff needed for such rapid structural change. The changes are happening so rapidly. – Karen Blyth (Rwanda)

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Workforce indicator needs assessment tools and their practical application in a health facility. It is difficult to determine the workload of health workers in a health facility. In my country we have been following ceilings established by the Ministry of Public Service, which does the workload. Do some of the participants have a solution to this?

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The management of the health sector wage bill in an environment of changing workforce needs in view of health sector reforms, decentralization of health services and new policies that require massive investment in the sector. – Moses Arinaitwe (Uganda)

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Human Resources Information Systems and Public – Private Partnership – Kayode Oduste (WAHO)

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As we in Tanzania are in the process of mapping out an HRH strategy, it would be helpful if you could set aside some time for country teams to work on living documents – and for the Capacity Project experts to provide one-on-one feedback to teams on their work. – Justine Treadwell (Tanzania)

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I think for the audience in this part of the world, the issue of implementing emergency interventions is critical. Also, lessons learned on how to advocate for ensuring an appropriate and appropriately compensated workforce would be useful. It will be important that participants leave “pumped” to go back and act QUICKLY to address the issues. – Susan Monaghan (Tanzania)

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Two additional topics for consideration – Interface between addressing HR issues for health and HR within the broader public sector arena – how to introduce incentives, improve salaries, without looking at whole public sector HR. And taking a systemic approach to HR management and planning – linked to overall health system strengthening and need to scale up to meet MDGs. – Helen de Pinho (Columbia University)

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I would just like some of the African groups working with HRH WHO and regionally to be there too. – Also, go beyond how-to sessions and get people together to make a decision to make it happen. – Make sure people think outside of MOHSW facility HR. – Karin Turner (South Africa)