HRH Planning & Management Survey

Summer 2012

HRH Planning Mechanisms

D E F I N I T I O N

"GOVERNANCE is about the *rules* that distribute *roles and responsibilities* among government, providers and beneficiaries and that shape the interactions among them.

It encompasses *authority, power, and decision-making* in the institutional arenas of civil society, politics, policy, and public administration."

HRH Planning & Management Survey & Inventory

Objectives

In support of the Caribbean HRH Roadmap implementation process:

• To determine the *role and scope of - and capacity* for - HRH planning and management of Ministries of Health within the Caribbean region;
• To identify *legislative and regulatory mechanisms* that govern HRH within the countries of the CARICOM;
• To identify current *gaps, challenges* and areas requiring priority attention;

• To help identify HRH areas that would most benefit from *additional skills and training;*
• To help identify areas were the country governance mechanisms might be developed or strengthened through *regional collaboration*; and,
• To support the exploration of *regional planning mechanisms* to best support national HRH planning activities.

HRH Planning & Management Survey & Regulatory Inventory

Tasks
- Conduct inventory of legislative and regulatory mechanisms that govern HR in the region;
- Conduct interviews with MoH HRH Planners and Personnel Managers, as well as PAHO country offices, regarding HRH policies, plans, guidelines and practices.

Update
- Interviews interview process started early summer
- Additional material being gathered & interviews being conducted (today)
- *Preliminary results available*
- Broad themes identified
- Final analysis be conducted in October

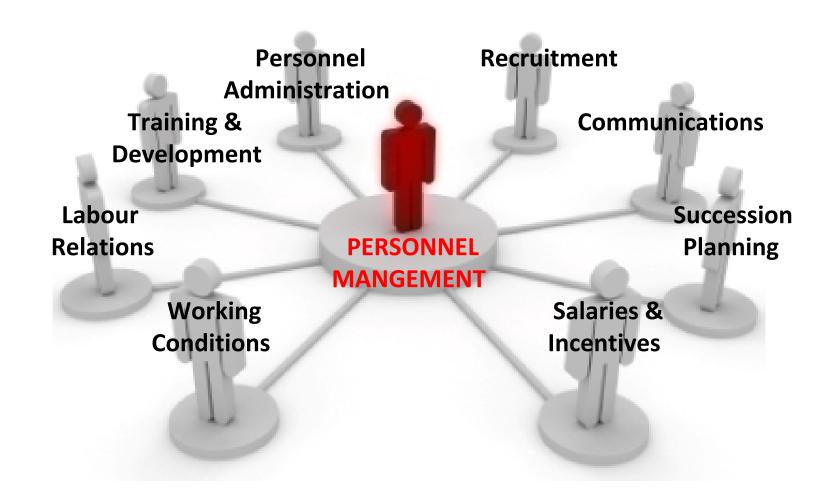# HRH Survey *Preliminary* Results: *Planning & Management*

HRH Survey *Preliminary* Results: Planning and Management

- Not all PHC workers legislated
- Public protection legislation
- No legislation for technicians
- Limited recruitment strategies
- Needs driven by funding, vacancies and international staffing standards
- Workforce size, quality, mix and distribution
- Program evaluation
- Limited data, non-electronic personnel & registry files
- HR plan and Public Service plan not linked

- Competition with private sector
- Personnel only HRH function
- Limited training budget
- Needs exceed approved posts
- Outdated labour laws
- Weak education data
- Job descriptions out-dated
- Return in service
- Succession planning
- Staff mix & professional roles
- Central government control
- Training programs don't reflect culture diversity or rural areas

HRH Survey Results: *Personnel Management*

Personnel Administration

Recruitment

Training & Development

Communications

Labour Relations

PERSONNEL MANGEMENT

Succession Planning

Working Conditions

Salaries & Incentives

HRH Survey Results: *Personnel Management*

Challenges

- Limited training opportunities
- Planning Units limited capacity
- No growth in new positions
- Chronic vacancies in Planning, Public Health, Hospital Admin
- Salaries and Standards of Practice
- No performance incentives or bonuses
- Not working at full competency levels
- Lack of electronic personnel records
- Limited personnel information (training, hours, absenteeism)

HRH Survey Results:
"Single Biggest Challenges"

- **HRH Database**
- **HRH Unit**
- **Redefine roles & skill mix**
- **Capacity & resources**
- **Staff burnout**
- **Inability to implement plans**
- **Qualified staff**
- **Rural shortages**
- **Inter-Ministry HRH Management**

- **Recruitment & retention schemes**
- **Identify training needs**
- **Program evaluation**
- **Link HRH to Health plan**
- **Chronic vacancies**
- **Salaries & Working Conditions**
- **Inter-Ministry HRH Management**