HRH Planning & Management Survey

Summer 2012
HRH Planning Mechanisms

"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 where 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 Needs
- Research & Evaluation
- Strategic Planning
- HRIS
- Trends & Forecasting
- Education & Training
- Professional Regulation
- Policy Development
- 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
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