

Description of the Manual

PURPOSE

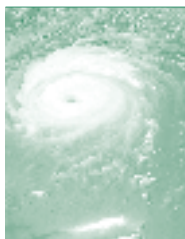
This manual describes the purpose and processes for developing and using a system of Human Resources for Health (HRH) performance indicators in order to monitor the activities of a public sector health service. It is particularly aimed at enhancing the management process in developing countries and draws on experiences of pilot work (6,7,9). Performance indicators have been in existence in health services for twenty years. Primarily, their use has been limited to developed countries but, as the pressures for good management develop globally, there is a growing recognition that the monitoring and managing of health service performance is a central issue for all health services. While there are many dimensions to the concept of organizational performance, labour-intensive organizations such as health services need to link the concept of organizational performance with that of human resource management. Emphasis on this dimension has led to the development of human resource performance indicators.

The reason for the focus on human resources is simple. In all health service systems the workforce element - the human resources of the system - is the single most significant component. This is where the essential skills to deliver services actually lie. They usually form the largest single cost element in a health service, as much as 60%-80% of total recurrent expenditure. Clearly, addressing human resource issues must be a fundamental aspect of good management practice. In order to maximize the potential of this resource, a capacity for planning and mobilizing their wide range of skills is essential. Performance indicators are thus a vital part of managerial equipment (1,8).

The manual is intended to inform potential users about:

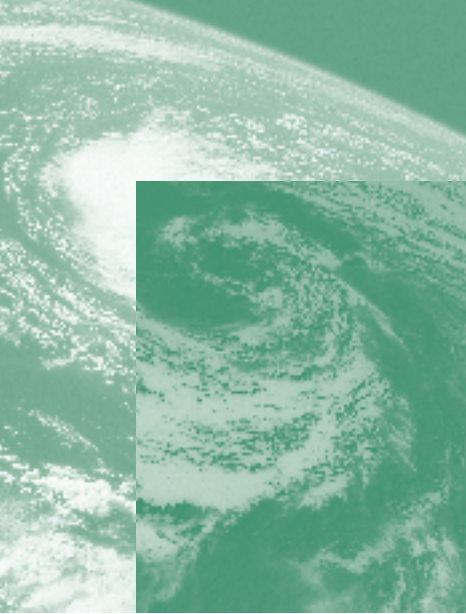
- _____ the reasons for using HRH indicators
- _____ designing an appropriate HRH indicator system
- _____ developing relevant HRH indicators
- _____ using HRH indicator information for management purposes

WHO THIS MANUAL IS FOR



A wide range of people from different backgrounds and across various organizations will have an interest in HRH management and for them this manual will have direct relevance - most obviously, policy makers and managers in national health systems. This category includes:

- _____ senior policy-making officers in central levels of health systems.
- _____ technical officers at the central level of health systems who are directly involved in HR planning and management, as well as data and information gathering and processing.
- _____ senior operational officers working at regional or district levels in the health service system. It is particularly relevant for those countries where health sector reforms are leading to decentralization of management roles and responsibilities.



Many developing countries also receive substantial assistance from national or international non-governmental organizations (NGOs). Depending on local arrangements, this assistance ranges from technical support to direct service provision. Some NGOs fulfil major partner roles with the host health systems. Indicators can be of relevance to NGOs both in their work with local health service systems and, in some cases, for their own internal organization.

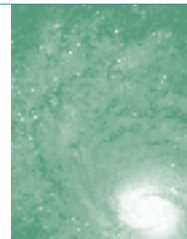
Those who will be interested include:

- Senior project officers responsible for managing multiple whole-country projects
- Project officers managing and monitoring projects within a host country, at any level from specific districts and regions to the national level.

WHAT IS IN THIS MANUAL

The manual is divided into three parts.

The first part of the manual provides background information aimed at assisting policy-makers in their deliberations on whether to initiate work on HRH indicators. It describes how performance indicators have evolved and the part they play in assisting managers to improve the performance of their organization. Also in this first element of the manual is an analysis of the costs and benefits associated with introducing indicators.



The point of this first part of the manual is to provide sufficient information for senior health managers to take an overview of the potential of human resource performance indicators, evaluate the costs and benefits and decide whether and how to proceed with an initiative. The second part of the manual is for senior staff charged with the responsibility for introducing and managing a pilot programme for exploring the practical implementation of HR indicators. It provides them with a description of the principles and mechanics in designing indicators, collecting and processing data, and mobilising and training relevant staff and managers. It is intended that this part of the manual will provide a sufficient framework for the 'operationalizing' of a pilot study.

The third part provides information for the pilot study manager and staff responsible for data collection, processing and analysis in the study. It sets out a framework for creating indicators relevant to the specific situation of a health service and also provides advice on the processing, presentation and analysis of indicator data.

The manual concludes with an appendix that is intended to be self-contained and provide a 'model' handbook for staff participating in a pilot study.