

GUIDELINES FOR HEALTH MANPOWER PLANNING

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**WORLD HEALTH ORGANIZATION
GENEVA
1980**

GUIDELINES FOR HEALTH MANPOWER PLANNING

A COURSE BOOK

BY

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Comments on experience in using these guidelines are welcomed. They should be addressed to:

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PREFACE

The main social target of the World Health Organization and of its Member States is the attainment by all the peoples of the world by the year 2000 of a level of health that will permit them to lead a socially and economically productive life. However, such is the present inequality in the health status of the world's people, and in the resources for health available to them, that in order to reach this declared target there must be both a redistribution of health resources to where they are most needed and a change in how those resources are used.

Of all the resources for health, the human resources are assuredly the most important, for all forms of health care depend upon a body of trained health personnel. To bring about the required changes in the development and utilization of this manpower, systematic and integrated planning is needed that takes into account the knowledge, skills and attitudes required by all categories of health personnel, the numbers needed in the different categories, and their effective deployment.

In many countries, too little attention has been paid to health manpower planning, and sometimes, when plans have been developed, they have proved inadequate. The purpose of this book is to help countries to acquire a cadre of manpower planners by presenting a basic course for the training in this field of health service administrators and educators, whether they occupy positions at the national, provincial, or local level. It is expected that some of them will become teachers of manpower planning in their turn. These guidelines are expected also to contribute to the formulation of actual health manpower plans as they provide a set of procedural steps that planners may wish to follow.

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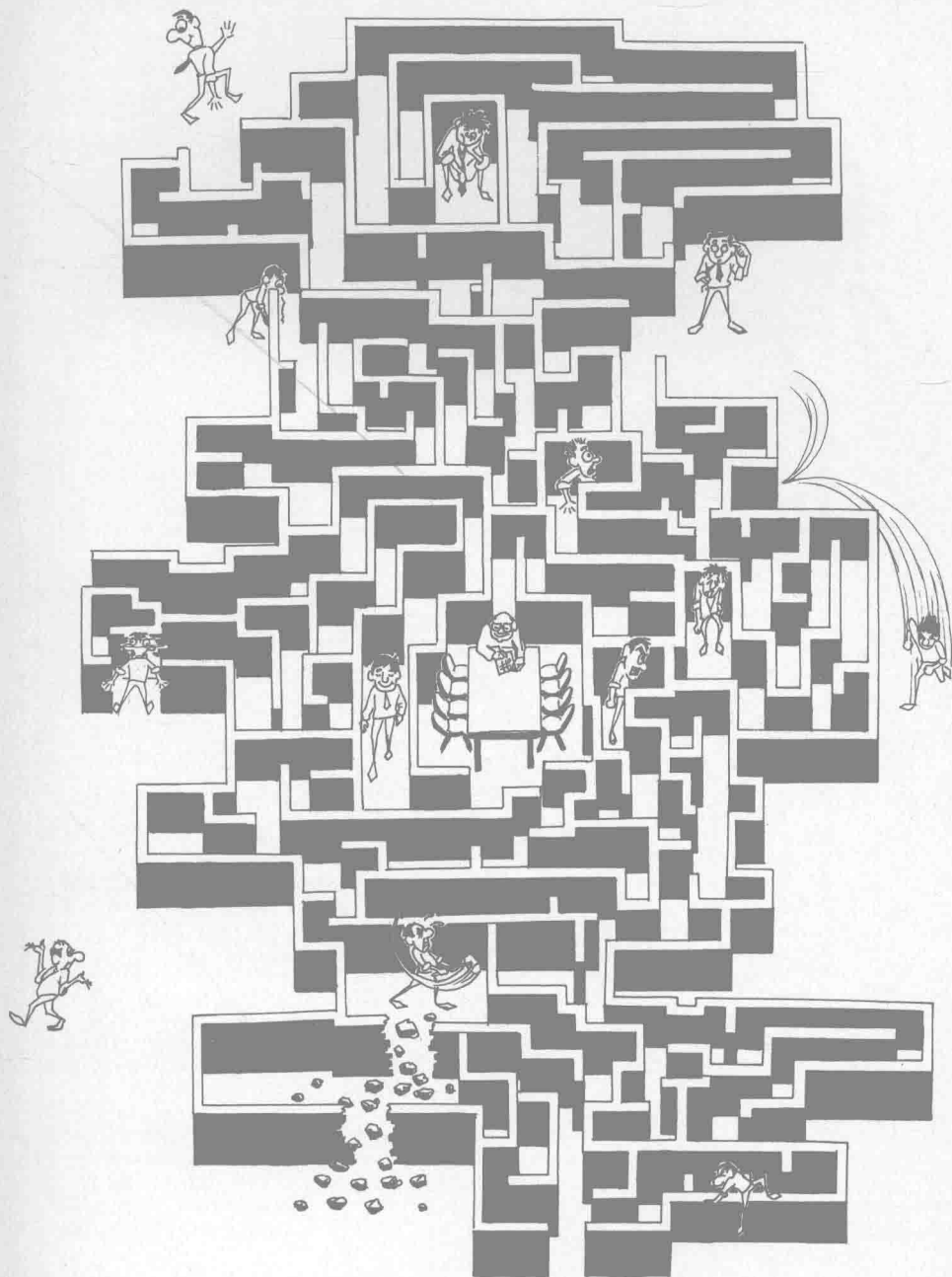
In many countries, too little attention has been paid to health manpower planning, and sometimes, when plans have been developed, they have proved inadequate. The purpose of this book is to help countries to acquire a cadre of manpower planners by presenting a basic course for the training in this field of health service administrators and educators, whether they occupy positions at the national, provincial, or local level. It is expected that some of them will become teachers of manpower planning in their turn. These guidelines are expected also to contribute to the formulation of actual health manpower plans as they provide a set of procedural steps that planners may wish to follow.

**INTRODUCTION
TO
THE COURSE**

SUMMARY

Manpower is the most precious resource of a country. Without trained manpower, other resources cannot be properly used and this is even more true in the health sector than in many other sectors. In many countries, not enough attention is paid to planning for manpower and in part this is due to a lack of health manpower planning specialists.

Health manpower planning consists of determining how best to produce, deploy and use manpower in the right numbers and with the right skills to perform health service functions. This course aims at strengthening health manpower planning in countries by disseminating its principles and planning methods by means of workshops. Workshop participants are from health, education and related sectors who make plans and decisions on matters related to health manpower development. This course consists of twelve half-day sessions and emphasizes group work. The training should as far as possible take place just before an actual health manpower planning exercise.



WHERE TO START ?

OBJECTIVE

The objective of the course is to facilitate the training of health service managers, planners and educators who can apply the principles and methods of health manpower planning. Within this objective, the Guidelines can be used for two purposes:

- To facilitate the further education of senior staff to cover the principles, methods and uses of manpower planning. After the course, these participants will be able to direct and monitor the activities of a manpower planning team so as to be able to plan strategies for the correction of discrepancies between manpower supply and manpower needs of health services, in the framework of the resources and the infrastructure available.
- To facilitate the training of other health service staff in the application of the principles and techniques of health manpower planning. After the course, these participants will be able to specify the information needed for manpower planning calculations and be able to perform these calculations.

INTRODUCTORY MATERIAL

Manpower is the most precious resource of a country. Whatever other resources there are, without trained manpower they can neither be exploited nor properly used. The role of trained manpower is even more important in the health sector than in many other sectors. The provision of health care depends primarily on trained health manpower, and salaries and wages usually consume more than two-thirds of health budgets.

Role of manpower in health services more crucial than in many other sectors.

Notwithstanding the great importance of manpower to the health sector, relatively little attention is paid to manpower planning. This leads to waste of resources, e.g. hastily constructed health facilities lying idle owing to a lack of trained manpower, or rapidly expanded education facilities that produce more manpower than the services can absorb. Manpower, as compared with other resources, has unique characteristics that make planning for it complex. Manpower cannot be stored for future use and is not freely substitutable as are machines because of considerations of motivation and attitude. Hence, manpower planning must be done systematically, in the light of the availability of a complex array of facilities and resources and taking account of the basic and national characteristics of different types of manpower.

In many countries, not enough attention is paid to manpower planning.

One of the factors that has hindered the growth of manpower planning is the lack of trained planners. Since manpower is needed at all levels of the health services, there must be an awareness of the need of planning, and there must be planning itself at all levels - national, regional and local - although the details of planning will be different at each level. One way to rectify the shortage of planners is to train systematically in manpower planning both health service administrators and teachers, the former because they plan the use of manpower and the latter because they produce manpower.

Lack of trained health manpower planning specialists has hindered the development of manpower planning.