

**CHALLENGES OF HUMAN RESOURCE PLANNING AT
THE MINISTRY OF PUBLIC HEALTH AND SANITATION**

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DECLARATION

This research project is my own original work and to the best of my knowledge it has not been presented to any other university for award of degree.

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DEDICATION

This research project is dedicated to my father Muoki and my mother Priscilla for their selfless sacrifice, inspiration and support during the course of my education.

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The completion of this research project was not easy. It has been a contribution of several people. First I want to thank and appreciate the guidance of my supervisor Mr. Duncan Ochoro for his patience, good advice and tolerance without your support I wouldn't have gone this far,

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ABSTRACT

The study aimed at establishing the human resource planning challenges at the Ministry of Public Health and Sanitation. The objective of the study was to establish the challenges of human resource planning facing the Ministry. The study was carried out at the Ministry headquarters using a case study design. The study used purposive sampling to select the respondents who were the ten (10) departmental heads because they are actively involved in policy formulation and implementation and an interview guide used to collect the data and data was analyzed using content analysis. The major challenges mentioned in this study are: The need to automate all the personnel data. In order to ensure qualified staff are attracted and retained in the ministry there is the need for compensation or incentives based on performance. This will help counter the challenge on poor remuneration, allowances and staff de-motivation. Staff distribution in the ministry was cited as inequitable and skewed with urban areas being relatively well staffed while hardship areas are understaffed. The training opportunities in the ministry are adversely affected by limited resource allocation and are not equitably distributed across the cadres. Some of the infrastructure related challenges mentioned were lack of reliable communication structures, inadequate office facilities/space and staff houses in the majority of the districts. In order to adequately address these challenges there is the need for the ministry to adopt strategic human resource management.

There were various recommendations made to counter the challenges cited. The HR processes should be automated for ease of reference and faster decision making. This will ensure effective and efficient HR management. The automated HR data should be

updated regularly. If qualified staff are to be attracted and retained this study recommends that the ministry improves the schemes of service, remuneration/allowances and other and base promotion on performance. With reference to staff distribution it hereby recommended that the Interagency Coordinating Committee (ICC) be strengthened by involving all the health stakeholders and workload analysis be done to inform staff equitable staff distribution. Hard to access areas should be allocated some allowances to encourage staff to work in such regions. Currently the staffing levels are below the required number. There is therefore the need for workload analysis and subsequent equitable recruitment of the required number of staff. Recommended also is the need for deployment of more HR officers to various departments so that non HR staff concentrate purely on their areas of specialization. The ministry should budget according staff needs in terms of skills development and give them equal training opportunities. The need for a staff training policy is recommended as well the need for training needs assessment and awareness creation on the available training opportunities in the ministry. To counter the infrastructure related challenges there is the need for creation of more office space and adopt open-work stations, construct staff houses especially in the newly created districts, procure relevant medical and office equipment.

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ABBREVIATIONS

HR	Human Resources
MOPHS	Ministry of Public Health and Sanitation
WHO	World Health Organization
AOPs	Annual Operation Plans
HRM	Human Resource Management
IPPD	Integrated Personnel and Payroll Data
CHWs	Community Health Workers
CHEWs	Community Health Extension Workers
ICC	Interagency Coordinating Committee
HAOs	Health Administrative Officers

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter covers the background of the study, research problem, research objectives and the significance of the study.

1.1 Background of the Study

Human Resource Management must play a more strategic role in the success of an organization. Organizations that do not put their emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources (HR). This therefore calls for effective human resource planning in any organization. In carrying out the human resource planning the HR manager faces a number of challenges which include the dynamic nature of the environment of corporate planning particularly with respect to human resource planning which creates major difficulties in predicting the future state of affairs. The result is that human resource planning horizon is increasingly getting shorter and is less accurate than years before. Planners must increasingly develop flexible planning scenarios leading to contingent plans (Shannon, 2003). Work processes, norms and procedures may change requiring people to learn new ways of doing things. Such change may be viewed as threatening. Employees may or may not be in agreement about the need for and direction of change. The changes may result at least temporarily in worry, fear and insecurity among the workforce, breakdown in employee morale and a decline in productivity (Macaler&Shannon, 2000).

Planners, policy makers and leaders of institutions need up-to-date, accurate data on employees in order to plan and implement changes in a rationale, efficient and humane way. They need to know what human resources exist and the information about the capacity of this workforce. Planners require information on numbers of employees, their salaries, positions held, professional qualifications, managerial and supervisory experience, training received, their capacities, their professional development needs, and their seniority and contract terms. Unfortunately, this data is sometimes not readily available accurate or up-to-date (Elmer, et al.1997).

1.1.1 Human Resource Planning

Human resource planning has been defined by different authors, different processes highlighted and approaches discussed .It is critical a component of effective and efficient human resource management. According to MC Graw Hill (2004) human resource planning delivers a rational basis for prioritizing, developing and funding the people practices needed to support business objectives. It translates the organization objectives and plans into the number of workers needed to meet these objectives. Through HR planning the organization is able to achieve the following objectives among others :Determining the future manpower requirements ,attraction and retention of qualified and skilled staff, succession planning, career development, ensuring equal employment opportunity, In summary human resource planning is about the following: Having the right number of people, with the right skills, in the right place, at the right time, with the right attitude, doing the right work, at the right cost and with the right work output.

1.1.2 Challenges of Human Resource Planning

People can be complicated, and working with them as a human resources (HR) administrator can be just as complicated. This is because you will not only need to navigate through corporate rules, policies and procedures, but you also have to deal with different types of personalities, needs and crises. Understanding some of the challenges that one may face in human resources planning can help to better address them as they arise. Some of the challenges are: Dealing with employee attitudes which will involve mediation, coaching and even disciplinary action; Workplace diversity; Integrating human resource management with business plans or corporate goal; Forecasting the macro environment of the firm, and establishing relevant information about the existing staff among others.

1.1.3 Ministry of Public Health and Sanitation (MOPHS)

Public health is about managing threats to the health of a community, paying special attention to the social context of disease and health. The goal of public health is to improve lives through a focus on the prevention or treatment of disease, surveillance of cases, and promotion of healthy behaviors. The roles and functions of the ministry are stipulated in the Presidential Circular No. 1/2008. The vision of the Ministry is a nation free from preventable diseases and ill health. This cannot be realized without proper human resource planning. Kenya, like many countries in sub-Saharan Africa, suffers from an acute shortage of health care workers which creates a mismatch between the disease burden and the health workforce available to provide health care in Africa (WHO, 2006). According to the World Health report (2006) Kenya needs to increase its key professional cadres by 50% in order to achieve the WHO staffing recommendations.

The business environment is ever changing, and therefore for any organization to remain competitive it must align itself with the ever changing environment. The Civil Service irrespective of its size is not exempted because it competes for human resources in the same job market, hence the need to position itself strategically. In order to ensure this, different Ministries and Departments that majorly compose the Civil Service have been formulating Strategic Plans and Annual Operations Plans (AOPs). The Ministry of Public Health and Sanitation developed its Strategic Plan for the period 2008-2012 and a Human Resource For Health Strategic Plan for 2009-2012. In any organization the human resource is cited as the primary source for competitive advantage. Successful companies continuously identify and adopt innovative human resource planning policies and practices to sustain that advantage.

1.2 Research Problem

Human resource planning is a critical component and a determinant of an organizations performance besides other factors. Human resources constitute the key resource in majority of organizations and particularly those in the service sector (Armstrong,2002).

It is generally accepted that 'prevention is better than cure' which is the core mandate of the Ministry of Public Health and Sanitation (MOPHS). This cannot be realized without the right human resources in place. As per the Ministry's strategic plan (2008-2012)the staff requirement is 68,467 but only 17,877 are in post which indicates a vacancy rate of 26%. Despite increased levels of government spending and lifting of the employment freeze, the staffing levels have continued to decline as a result of high levels of attrition due to retirement, resignation, dismissals and death. Retention of skilled staff particularly

at the hard-to reach areas as been a major challenge in the ministry. Due to this the officers are overworked especially in the field stations. The impact of the human resources for health challenges facing Kenya's health sector is compounded by the rising disease burden fuelled by malaria, HIV and TB.

Inadequate staffing levels, lack of appropriate skills, poor staff attitude, low morale and weak supervision undermine the quality of public health services provided at the rural health facilities. There are regional disparities in staff distribution. The Norms and Standards for Health Service Delivery estimated that to deliver Kenya Expanded Program Health (KEPH) services, 321,253 community health workers (CHWs) and 12,500 community health extension workers (CHEWs) were required at level 1. At level 2, requirements were set at 9,638 health workers (6,425 nurses and 3,213 public health officers) and a similar number of support staff. At level 3, the estimated workforce requirement was 21,418 health workers of various cadres and 8,567 support staff. A comparison with the existing staff reveals serious shortages. Most affected are the CHWs, CHEWs, nurses and clinical officers, with vacancy rates of 97%, 95%, 53% and 77%, respectively. In the public sector there are 2,609 nurses at L3 and 2,913 nurses in L2, against a requirement of 5,710 and 4,244 in L3 and L2, respectively. This translates to vacancy rates of 54% for L3 and 31% for L2. The number of clinical officers in post is 600 against a requirement of 930, a vacancy rate of 36%. (MOPHS Strategic Plan 2008-2012)

A number of studies have been carried out on human resource planning. Wagner and others (2000) carried out a study on human resource planning in hospitals in Slovakia.

The study aimed to provide empirical evidence in the context of acute hospital care, of the current human resource practices in the health sector of the Slovak Republic. Cross-tabulation procedure revealed statistically significant relationships between ownership of a workforce plan and the degree of priority given to having a quick, efficient and cost-effective recruitment and selection system and, not surprisingly, the degree of priority given to ensuring that the human resource department has a workforce plan. Dr Bach(2000), carried out a research on HR and new approaches to Public Sector Management: Improving HRM capacity. In His study he examined why building HR capacity is important to effective health care reform. The study found that there is limited information on HR as compared to the strong evidence base on health care reform, especially issues to do with health care finance and appropriate purchaser/provider incentive structures. He recommended the need to research on the appropriate measures of effectiveness for the health sector HR function.

Githua (2006) studied human resource planning process in private hospitals in Nairobi. The analysis revealed that majority of the hospitals have corporate objectives which form a basis for their human resource planning activities. The results of the study revealed that the biggest challenge to human resource planning in the hospitals studied is the inability of the HR planners to predict the future due to constant changes in the environment and the lack of a functioning human resource unit. The researcher recommended that other studies be carried out to establish whether the same challenges are faced by public hospitals. Kariuki, B (2008) studied challenges of human resource planning faced by the airline firms in Kenya. The study found out that most airlines did

not have a clear objective and priorities, staff retention and skill gap was not given utmost attention. The main challenges that are faced by the airlines were the dynamic nature of the environment, poaching of staff by other airlines and challenges in training. The researcher recommended that there is need to plan for training and involve the employees in planning. The study further recommended future studies be carried out in other service sectors to establish the challenges faced while conducting HR planning. It is evident from the previous studies that there the need to research more on the challenges experienced in human resource planning and especially in the service sector. It is against this background that this study seeks to establish the challenges faced by the Ministry of Public Health & Sanitation in its human resource planning. The research will answer the following question: What are the systemic and infrastructural challenges facing human resource planning in the Ministry of Public health and sanitation?

1.3 Research Objective

To establish the challenges of human resource planning facing the Ministry of Public Health and Sanitation.

1.4 Significance of the Study

The findings of this study will be of importance to the management and especially the Hr management department because they will be able to make informed strategic decisions on issues affecting human resource planning such as training, deployment, recruitment and other Hr functions. Other Government ministries, department and stakeholders in the

health sector will also be able to obtain current information on challenges facing HR planning which may be useful for strategic decisions.

The study will also provide more information to the general public, private sector and development partners regarding human resource planning challenges which may be a guide to strategic planning. Lastly, it will provide current literature regarding human resource planning challenges to researchers and scholars.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the existing literature on HR planning and especially on the challenges and the human resource planning.

2.1 The Concept of Human Resource Planning

Human resource planning is a systematic process of identifying the workforce competencies required to meet the company's strategic goals and for developing the strategies to meet these requirements. It is a methodical process that provides managers with a framework for making human resource decisions based on the organization's mission, strategic plan, budgetary resources, and a set of desired workforce competencies Armstrong, (2003). It is the process by which an organization ensures that it has the right number and kinds of people, at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives (Decenzo and Robbins 2005). Human resource planning then translates the organization's objectives and plans into the number of workers needed to meet those objectives. Without clear cut planning, estimation of organizations human resource needs is reduced to mere guesswork.

Effective and efficient managing of staff require a broad process known as Human Resource Planning. It constitute one of the major strategies to enhance and improve work performances, this it does by removing deficiencies and prevent deficiencies from occurring. Human Resource Planning helps the organization to tap efficiently talents

which will help to integrate both the individual and organizational goal. This will consequently minimize some of the problem associated with low productivity absenteeism and labour turn over. A good Human Resource Planning must respond appropriately to the rapid change in the society and must go beyond forecasting to all aspect of Personnel Management. Human Resources Planning is defined as the process of assessing an organization's human resources needs in the light of organizational goals and changing condition and making plans to ensure that a competent, stable workforce is employed. The actual planning process will vary a great deal from organization to organization.(Annasus 2007)

However, James Walker (1980) pointed out that for some companies, human resources planning is essentially management succession and development planning. For others it is the staffing process which include forecasting and planning for recruitment, deployment, development and attrition of talent in relation to changing needs. Increasingly, however, it is a broader process addressing multiple levels for increasing organization effectiveness on the management of Human Resources. According to Walker, effective human resources planning is a process of analyzing an organization human resources needs under changing condition and development of the activities necessary to satisfy those needs. Walker sees human resources planning as two step processes, planning as they pertain to all aspects of personnel management. This will include for example planning with respect to desired organizational climate and development of staff reward and appraisal system appropriate to short range and long range organizational goals. This implies that human resource planning must be proactive and as well as reactive.

Fayana (2002) human resource planning deals with the systematic and continuing process of analyzing a firm's human resources needs under mutating conditions and developing workforce policies suitable to the long-term effectiveness of the organization. It is a vital part of corporate planning and budgeting procedure since human resources costs and forecasting both effect and are affected by long-term corporate plans. According to Nkomo,(1988) human resource planning starts with environmental analysis. This entails the systematic identification and analysis of key trends and forces in the external environment having a potential impact on the management of the human resource, and requires the development of consistent patterns in streams of organizational decisions Mintzberg (1983). Changes taking place in the technological ,economic, socio-cultural, legal/regulatory, education and labor market environments are monitored for their impact on human resource strategies and programmes. Significant environmental changes with human resource implications underpin the selection of strategic alternatives to achieve compatibility between the human resource management system and the external forces.

According to Rahman and Edlridge (1998),modern human resource planning dates back from the 1940s when it was used to allocate staff and to develop career structures in conditions of acute shortage of skills. They point out that the status of human resource planning as a discipline with strong conceptual base was established only with Bartholomew's 1967 work on stochastic models for social processes and Smith's 1971 models of manpower systems. This stage in conceptual development was further reinforced by the emergence of the corporate view of human resource planning in the mid-1970s(Bowey,1975;Braham,1975),according to which human resource planning

follows from and is complementary to organizational strategy. Scholars have varied views of what constitutes human resource planning.

Bowey's conceptual framework involves the subdivision of human resource planning into three broad categories of activity. First there is an assessment of future labor requirements, which presumably ought to be derived from projected business expectations. Second, is the assessment of the firm's ability to retain its existing (current) workforce, and any replacements that may be necessary. Finally, there are predictions that have to be made about the ability of the firm to attract or acquire different kinds of staff from external labor market. Brahman(1975) views human resource planning as comprising four main activities-investigating, forecasting, planning and utilizing. Investigating entails analysis of the external environment ,a review of the external labor market, and an audit of the internal labor market. Forecasting refers to future and projected requirements and the potential supply of that labor from within and outside the organization. Planning involves turning forecasts into personnel and development of policies for recruitment, training and development, absence control, motivation and reward. The final activity, utilization, requires the human resource plans to be compared against defined and important measures of organizational success such as customer satisfaction and product quality.

In general the approaches to forecasting human resource demand in a firm can be either subjective or objective. The objective approach relies upon the projection of past trends and needs to take into account shifts brought about by changes in technology and

organizational goals. Simple projections from the past to indicate the amount or type of labour required in the future can be related to results from work-study exercises or ratios of customers to staff. Khoong (1996) suggested an integrated system for human resource planning .He claims that all the planning activities, which he calls perspectives, can interact with one another in intricate ways. However, few insights have been, according to him, reported on such interactions and the impact of these interactions on the resultant human resource plans. Khoong maintains that the key human resource activities include: Establishment requirement planning, Staff movement planning, Personnel assignment, Posting projections, Succession planning ;and Recruitment, retention, staff promotions, postings and training as the basic operational human resource activities that support human resource plans.

2.2 Challenges of human resource planning

Human resource planning is faced with a series of difficulties which result into challenges that the planners face. Among the main challenges are: Forecasting the macro environment of the firm, gathering information about the workforce in each institution, accurate information and analysis on personnel costs, information about the labor laws and regulations, the existing personnel policies of each institution, the capacity to understand the new job competencies needed and develop new staff roles and training for employees, mechanisms for improving organizational and employee performance and improvement in work processes, information about performance-based contracts and incentives and capacity to develop the necessary systems, change management process and Performance management and supervision systems. The dynamic nature of the

environment of corporate planning particularly with respect to human resource planning creates major difficulties in predicting the future state of affairs. The result is that human resource planning horizon is increasingly getting shorter and is less accurate than years before. Planners must increasingly develop flexible planning scenarios leading to contingent plans (Shannon,2003).

Planners, policy makers and leaders of institutions need up-to –date, accurate data on employees in order to plan and implement changes in a rationale, efficient and humane way. They need to know what human resources exist and the information about the capacity of this workforce. Planners require information on numbers of employees, their salaries, positions held, professional qualifications, managerial and supervisory experience, training received, their capacities, their professional development needs, and their seniority and contract terms. Unfortunately, this data is sometimes not readily available accurate or up-to-date(Elmer et al.1997).Personnel costs consume the majority of the budget in health services organizations. During the health sector reforms process, policy makers and institutional leaders review overall health care sector budgets(Basset,1973).Information on the cost of personnel in the system and compensation arrangements is needed. Details of this information are not easy to come by especially without an efficient human resources information system. Planners must be knowledgeable about national labor laws and the prevailing civil service system. They must be well versed in best practice for reforming these types of systems. They must be aware of union contractual terms. They must act in compliance with labor laws. They need to consider the effects of planned health sector reform policies and strategies on the

workforce. Planning teams should include HRM professionals who can bring this critical information to the discussion table and help reformers plan ahead (Elmer et.al.1997).

The roles, functions and strategies of organizations and institutions often change in the process of health sector reform. This cascades down into new roles and functions for departments and other administrative and technical units, teams and individual employees in organizations and institutions in the sector. New structures, processes, procedures, skills and knowledge may be needed hence the need to retrain. Performance improvement does not automatically occur as a result of establishing new policies and new core roles and functions of institutions within the sector. Managers must create an infrastructure for continuous performance improvement in each organization. They must use an appropriate set of methods, procedures and strategies that consider the institutional context, analyze current performance and desired performance, look into underlying causes of performance gaps, design, select and implement appropriate interventions and evaluate change in performance(Martinez,2002). Short-term contracting and compensation arrangements are now beginning to appear along side full-time or part-time job positions with longevity and institutional entitlements ranging from health benefits to pensions (Kevin, 2001).These arrangements require careful technical and fiscal planning, attention to labor laws and often negotiations and discussions with unions. Compensation or incentives based on performance require a fair, well planned and implemented performance planning and evaluation system that objectively documents performance in an on-going fashion.

Health sector reform implies changes, changes which impact people who work at all levels in the health system. Institutions and people must be prepared for change and managers, leaders and HR professional must be capable of managing change. These changes may include re-profiling jobs or new organizational structures in which people are thrust into new decision-making and supervisory roles. They may involve new work teams or cutting or limiting hiring of public sector employees. People contracted through traditional public sector system mechanisms may find themselves working along side contracted workers. Work processes norms and procedures may change requiring people to learn new ways of doing things. Such change may be viewed as threatening. Employees may or may not be in agreement about the need for and direction of change. The changes may result at least temporarily in worry, fear and insecurity among the workforce, breakdown in employee morale and a decline in productivity (Macaler & Shannon, 2000). Tensions may arise among public sector leaders, employees with unions concerned that their jobs may be eliminated or outsourced. Individual and team performance must be supported in many ways including performance reviews, supervision, coaching and mentoring, job aids and staff development. A sound well functioning HRM department and system supports health sector reform processes by having the capacity to respond to the above. Without the requisite HRM capacity, the reforms may be stymied. Many employers resist human resource planning because they think that it increases cost of manpower as trade unions demand for employee based plans, more facilities and benefits including training and development. Further, employers feel that human resource planning is not necessary as candidates are/will be available through out the year because of unemployment cases in third world countries.

Trade unions and employees also resist human resource planning because they view that it increases the work load of employees and prepares programme for securing the human resources mostly from outside. The other reason for their resistance is that HRP aims at controlling the employees thorough productivity maximization.

2.3 Human Resource Planning Process

Human resource planning process refers to a systematic step through which the various human resource activities and decisions are identified and appropriate actions are implemented to achieve the desired organizational goals. It is a framework which determines the number, type and quality of employees and the actions to be taken to address the various human resource requirements in an organization within a specified period. It is a process which is linked inextricably both to the corporate aims of the organization and intentions and plans to the economic, social and political environment. Human resource planning has four distinct phases or processes. These includes situational and environmental scanning, forecasting demand for employees, analyzing the current supply of the employees and development of plans of action (Ivancevich, 2004). The first stage of human resource planning process is the situational and environmental scanning which is the point at which human resource management and strategic planning initially interact. The strategic plan must adapt to environmental circumstances and human resource management is one of the primary mechanisms that an organization can use during the adaptation process. For example rapid technological changes in the environment can force an organization to quickly identify and have employees with new skills that previously were not needed by the organization (Robbins and Couiler, 2005).

The next process of human resource planning is forecasting demand for employees. This process involves estimating not only how many but what kinds of employees will be needed. Forecasting yields advance estimates or calculations of the organization's staffing requirements within a specified period. Although many quantitative tools can help with forecasting, in most cases it involves a great deal of human judgment. In addition many successful human resource plans rely heavily on that "gut instincts" about future conditions. It should be obvious that the demand for employees is closely tied to the strategic direction that the organization has chosen whether it is a growth mode or reengineering mode that will shrink the workforce in the coming years. There are four techniques available to organization to use in estimating the number and kind or type of employees needed in the future (Cole, 2002). The commonly used technique is the expert estimate which is least mathematically sophisticated approach to employment forecasting. An "expert" or a group of experts provide the organization with demand estimates based on experiences, gushed, intuition, and subjective assessments of available economic and labor force indicators (Robbins and Couiler, 2005).

Another technique is Delphi technique which was developed by Rand Corporation. This technique elicits expert estimates from a number of individual's in an increment manner whereby estimates are revised by each individual based on knowledge of the other individual's estimates. Trend projections is the second top down technique which develops a forecast based on past relationship between a factors related to employment and employment itself. For example a planner can develop a table or graph showing the relationship between sales and employment whereby an increase in sales is presumed to

correspond with employment (Cole, 2002). Modeling and multiple predictive techniques is the third top down approach to prediction of demand which uses sophisticated forecasting and modeling techniques. This technique relates many factors to employment e.g. sales, gross national product and discretionary income. Markov models are also used which involves the developing of a matrix to show the probability of an employee moving from one position to another or leaving the organization. It analyzes the staffing levels from one period to another, whereby the human resource specialist could calculate transition probabilities. Similarly regression analysis can also be used to analyze the movement of employees either from one organization to another or from one category or skill to another (Robbins and Coulter, 2005).

Unit demand forecasting is a bottom up approach to forecasting demand where the unit manager analyses the person-by-person, job-by-job needs of a department or a project team or some other group of employees in the present as well as the future to determine job and skills of incumbents, hence focusing on quality of workers. The human resource expert at the headquarters would check, improve and sum up the units or departments forecasts to arrive at the organization's estimates (Cole, 2002). Apart from forecasting demand for employees it is important for an organization to analyze the current supply of employees to determine the number and the kinds of employees that an organization currently has in terms of skills and the trainings necessary to achieve these skills for now and for the future. This can be achieved by carrying out a skills audit (skills inventory).

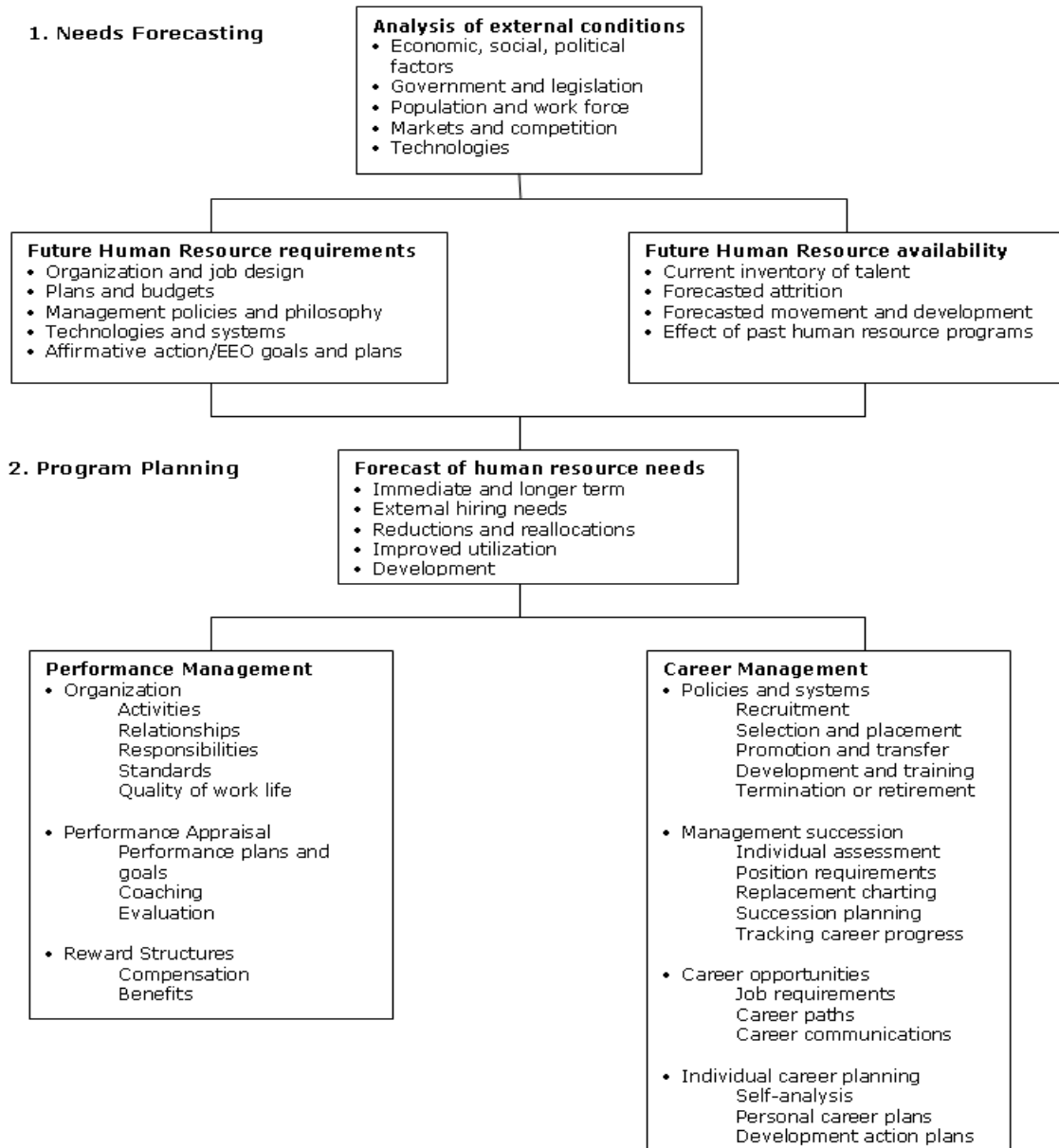
The skills inventory notes the kinds of skills, abilities, experiences, and the training the employees currently have. By keeping track of these, the organization can quickly determine whether a particular skill is available when it is needed. It provides a way to acquire these data and makes them available where needed in an efficient manner. Items that can be included in an inventory are name, employee number, present location, date of birth, date of employment, job classification, specific skills and knowledge, education, field of education(formal education and courses), knowledge of foreign language, professional education, licenses, patents, hobbies and salary range. It may also include geographical preference and intended retirement age. The above can be used and denoted as data summarizing the employees past, data summarizing status of the present skills and data that focus on the future (Robbins and Couiler,2005).Maintaining the skills inventory is equally important by updating the data on regular basis either monthly or annually. In gathering the employee's data the most appropriate methods are interviews and questionnaire. Skills inventories are therefore important for management in decision making.

After the human resource planning system has analyzed both the supply of and demands for future workers, the two forecasts are compared to determine if any action should be taken whenever there is a discrepancy between these two estimates to eliminate the gap. Action decision with a shortage of employees when employment specialist comparing demand with supply finds the supply of workers is less than the demand a number of possibilities are open to the organization such as overtime, training for promotion, recruitment or recalling retired employees which can be adopted. In addition the use of

part time workers sub-contractors and independent professionals in response to these changing demands can be considered (Cole, 2002). Action decisions in surplus conditions when comparison for demand and supply of employees indicates a surplus, the alternative solutions include attrition, early retirement, demotions, layoffs and terminations. A shortage of raw material such as fuel or poorly designed or poorly marketed product can cause an organization to have a surplus of employees. However actions undertaken to address employee surplus must have proper planning and retention strategies to cushion the organization of running the risk of losing their best employees (Ivancevich, 2004).

According to Walker(1998) Planning is the very heart of management, for it helps managers reduce the uncertainty of the future and thereby do a better job of coping with the future. Not only does successful planning leads to better chance of success, it also helps organizations cope with changes and it requires managers to define the organization's objectives. Human Resource Planning focus on three areas of primary concern to management: Needs forecasting: Improved planning and control over staffing and organizational requirements, Performance Management: Improving the performance of individuals, teams and the organization as a whole and Career Management: Activities to select, assign, develop and otherwise manage individual careers in an organization.

The Human Resource Planning process is a two-step process as shown in the following figure 2.1



(Source: J. W. Walker as published in Cascio, W.F. 1998. Applied Psychology in Human Resource Management. Upper Saddle River, NJ. Prentice Hall)

2.4 Approaches to human resource planning in the health sector

In a commentary by Dussault G. and Dubois (2003) on human resources for health policies: a critical component in health the following key issues relating to human resource planning in the health sector were highlighted. In the last few years, increasing attention has been paid to the development of health policies. But side by side with the presumed benefits of policy, many analysts share the opinion that a major drawback of health policies is their failure to make room for issues of human resources. Current approaches in human resources suggest a number of weaknesses: a reactive, ad hoc attitude towards problems of human resources; dispersal of accountability within human resources management (HRM); a limited notion of personnel administration that fails to encompass all aspects of HRM; and finally the short-term perspective of HRM.

The absence of appropriate human resources policies is responsible, in many countries, for a chronic imbalance with multifaceted effects on the health workforce: quantitative mismatch, qualitative disparity, unequal distribution and a lack of coordination between HRM actions and health policy needs. Four proposals were put forward to modernize how the policy process is conducted in the development of human resources for health (HRH): To move beyond the traditional approach of personnel administration to a more global concept of HRM; To give more weight to the integrated, interdependent and systemic nature of the different components of HRM when preparing and implementing policy; To foster a more proactive attitude among human resources (HR) policy-makers and managers; and to promote the full commitment of all professionals and sectors in all phases of the process. The development of explicit human resources policies is a crucial

link in health policies and is needed both to address the imbalances of the health workforce and to foster implementation of the health services

There are some recent approaches to the human resource planning which has been used in health care settings, namely re-profiling, skill mix and the workload indicators of staffing needs approach(Gill,1995,1996);(Bevan et al,1991);(Shipp,1998) respectively)though it is recognized that discussion on human resource planning in health care has been around for much longer(for example,Todd,1983);(Hoare and Lee,1984);(lockwood,1986);(Bussey,1986);(reed,1992);(Short and wright,1993).Re-profiling is typically defined as ‘ the process of identifying the characteristics of the workforce, such as skills, profession, age, gender, grades, numbers, costs, and altering them to arrive at a profile that will meet the organization’s need to be altered to achieve objectives (Gill, 1995, pp14-15).there are four basic methods of re-profiling: Task analysis, Activity sampling, Zero based method and The combined approach. Task analysis has two distinct phases.

The first is concerned with measuring existing workflows and paths. The second phase refers to assessing the skills and knowledge needed now and in future. This method is considered to work best where the activities are clearly defined and measureable. Another method of re-profiling-activity sampling-is in its purest form statistical process dependent on the accurate recording of activities being undertaken at specific time intervals. It is usual to collect this information for a minimum of two weeks. Once this information has been collected, it is typically analyzed using a computer spreadsheet or database. Third

,zero based methods draw from a wide discussion as to the purpose of the particular function or department. Having established and agreed the purpose ,the work, tasks and activities that need to be undertaken to meet the objectives of the function or department are then considered. Finally the combined approach builds on the strengths of other methods without needing to consider any of their disadvantages. Gill (1995) maintains that the method works best when, first, the zero based approach to identify clearly the staff groups who should take on the identified tasks is used. Second, the staff groups are then compared with current activity, by using data drawn from either sampling or task analysis. Finally, from this comparison, an action plan for achieving change is developed.

Skill mix, as the second approach to human resource planning in health care reviewed here, only looks at the skill factor. As Behan, et al (1991) explain, this approach focuses on ensuring the optimal distribution of skills among the workforce, so that a cost-effective service can be provided. This often means looking at the extent to which particular skills being used are appropriate to particular grades of groups of staff with appropriate to particular grades of groups of staff and, if necessary, having the skill performed by another group or grade of staff with appropriate training.

Finally, the workload indicators of staffing need method for planning health staff should be mentioned here as the one being implemented by the Ministry of Health in the health sector of Slovak Republic. This approach has been developed for the World Health Organization by Peter J.Shipp Initiatives, Inc.(1998) in response to the failure of other methods for the example, population ratios and standard staffing schedules, to take into

account the wide local variations which are found within every country, such as the different levels and patterns of morbidity in different locations, the ease of access to different facilities, the patient attitudes in different parts of the country to the services provided and the local circumstances. This method allows for calculating; the optimal allocation and deployment of current staff geographically, that is, allocating staff to regions within a country, districts within a region and so on, according to the volume of services which are required to deliver these services, the optimal allocation and deployment of the current staff functionally, that is, allocating staff between different types of health facilities or different health services in the country as a whole, in a region, in a district, in an area, e.t.c according to the volume of services which are being delivered and the different types of health staff which these services call for, the optimal staffing patterns and levels(categories and numbers) in individual health facilities according to local conditions(morbidity, access, attitudes) and not based on national averages(population ratios and standard staffing schedules);and the optimal staff categories and their activities, that is identifying where combining existing staff categories or creating new categories will achieve maximum health impact with maximum economy.

2.5 The importance of human resource planning

Human resource management (HRM) can be summed up as an integrated set of roles, functions, decisions, systems and processes in an organization that meet the needs and support the work performance of employees in order to accomplish the mission, goals and strategies of the organization. HRM plans and implements efficient processes,

policies and procedures for the work force in the organization, such as recruitment, hiring and job placement, planning and appraising employee performance, rewarding and promoting staff. Human resources management also provides support for the needs, concerns, and problems of employees and identifies ways to increase staff competence and commitment. In this era of rapid and continuous change, human resources management is one of the organizational domains that can provide support for employees during internal change processes and help managers and leaders identify and implement processes for change (Ulrich, 1997).

The efficient and effective management of human resources is an essential component of a high performing public health sector and can influence the success or failure of health sector reform and different organizations or institutions. Health sector reform processes have paid some attention to analyzing existing personnel in the health system, projecting human resources needs and considering the training and distribution of these resources. Health sector reform must be concerned with not only with the planning of the workforce but also with the continual management and development of this workforce within the health system (Martinez and Martineau, 1998). The strategic management of human resources in each institution and the day-to-day support, encouragement, direction, performance monitoring and supervision that they receive are critical. The performance of the health sector is the sum of the performance of individual performers and groups of performers in each organization that comprise the sector.

Unlike the physical assets of an institution, human capital, which is the capability of the workforce and willingness and commitment to work, is an asset that, with the proper support, can appreciate. The opinions and perceptions that clients and the community have of a health services delivery organization depend on the organization's employees. Competent staff in an organization contributes to efficient and effective organizational performance. Human resources management in the particular area of management in an organization explicitly charged with people needs and the priorities of employees in the organization. If an organization is to achieve its goals, it needs input: financial resources (such as money and credit), physical resources (such as buildings and equipment) and people. Too often managers forget about how important that third factor, the people variable, is to the success of an organization. Many managers have failed because they have taken their human resources for granted. Human resource is important for an organization's survival. People represent one of the organization most valuable assets. However, because organization does not own people, as it does to capital and physical assets, this resource is seldom given proper attention. Its supply of human resources must be sufficient to ensure the healthy operations of the organization, whether it is a business firm, a government agency, a professional football team, or a university. Towards the objective of continuing healthy operations, the organization requires human resource planning (Ivancevich, 2004).

According to Malcon & Casson (1984) human resource planning is important in any organization because of the following: It checks the corporate plan of the organization, helps to face the shortage of certain categories of employees and/or variety of skills

despite the problem of unemployment, gives an idea of type of tests to be used and interview techniques in selection based on the level of skills, qualifications, intelligence, values etc. of future human resources, causes the development of various sources of human resources to meet the organizational needs, helps to take steps to improve human resource contributions in the form of increased productivity, sales, turnover and facilitates the control of all the functions, operations, contribution and cost of human resources among others.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter covered the research design, data collection and data analysis.

3.1 Research Design

This study used a case study design chosen because of its ability to provide an elaborate opportunity for collection of detailed information over a given phenomenon. The design also gives respondents the flexibility to provide more information which may be relevant to the study even though it may not be captured in the study guide.

3.2 Sampling

The study used purposive sampling method to select the respondents. This sampling method was chosen because of its ability to identify the relevant respondents who will adequately provide the required information. The ministry of Public Health and Sanitation has a total of ten (10) departmental heads who are actively involved in policy formulation and implementation and are therefore better placed to respond adequately to the questions as contained in the interview guide.

3.3 Data collection

The data was collected using qualitative interview guide (Appendix 1). The 10 respondents from each department at the ministry headquarters were approached and interviewed giving a 60.0% response rate. The guide has two sections; section A contains general information questions whereas section B contains questions on the challenges facing HR planning and the ways of addressing such challenges.

3.4 Data Analysis

After the data was collected it was analyzed using content analysis. Themes and sub-themes were developed in line with the interview guide to help in data analysis. Similar responses were grouped together and the necessary conclusions drawn from the responses.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.0 Introduction

This section presents the study findings and their requisite discussions. The section is divided into three subsections which are: the respondents' background characteristics, challenges facing human resource planning and the remedies for circumventing these challenges.

4.1 Background Characteristics

The study drew respondents from different departments in the Ministry of Public Health and Sanitation. A total of 10 key informants were recruited for this study comprising the heads of different departments in the Ministry. Of the 10 selected respondents only 6 positively responded to the questions and whose responses were used to inform this study. The departments which participated in this study were: Procurement, Clinical Services, Environmental Health, Health Administration, Planning and Policy, and Primary Health Services.

The respondents were asked to state their titles/designation. They stated the following ;

- i. Principal supply management officer
- ii. Deputy Chief Nursing officer
- iii. Senior Public Health officer
- iv. Deputy Chief Health Administration Officer
- v. Senior Assistant Chief Clinical Officer
- vi. Deputy Chief Economist

The respondents reported having worked for a period ranging between 1.5 and 32 years in the ministry and being in charge of a department/division for a duration of 0.5 to 9 years. The respondents' highest education level attained was a masters degree, Bachelors degree and higher diploma. A further question was asked on the number of staff under each of the respondents. The staff supervised by the respondents range between 5 and 8,000.

4.2 Challenges Facing Human Resource Planning

Human resource planning is faced with a series of difficulties which result into challenges that the planners face.

4.2.1. Information related challenges

Up-to-date, accurate data on employees is needed by planners, policy makers and leaders of institutions in order to plan and implement changes in a rationale, efficient manner. Most organizations, however, lack accurate or up-to-date HR information (Elmer, et al.1997).The findings show that there are many HR information related challenges facing the ministry. Departments have no records of the personnel in terms of dates for promotion or appointments, educational background, skills, and training. The staff information is available the Integrated Payroll and Personnel Data (IPPD) system which purely deals with payroll management. However, the IPPD system does capture staff information on other pertinent areas, most of which are yet to be computerized. Due to the spread of the ministry staff in different parts of the country it poses communication challenge when information is needed at the headquarters. Some of the ministry staff work in very remote areas where there is network coverage. The health ministry was split

in two ministries in 2008 into Ministry of Public Health and Sanitation (MOPHS) and Ministry of Medical Services (MOMS). Since then there has been a mix up at the IPPD where some staff working in MOPHS are paid under MOMS payroll and vice versa.

4.2.2 Attraction and retention of staff

Attraction and retention of staff is key in the progress of any institution. Short-term contracting and compensation arrangements are now beginning to appear along side full-time or part-time job positions with longevity and institutional entitlements ranging from health benefits to pensions (Kevin,2001).These arrangements require careful technical and fiscal planning, attention to labor laws and often negotiations and discussions with unions. Compensation or incentives based on performance require a fair, well planned and implemented performance planning and evaluation system that objectively documents performance in an on-going fashion.

Some of the cited challenges were poor remuneration, allowances, health schemes and nonuniform house allowance across all the regions. Salaries paid to the health workers were reportedly not measuring up to the work done at all levels. Most of the staff do not prefer working in hard to reach areas owing to the lack of implementation of the HR policy which states that staff qualify for transfer after three years in hard to reach areas. The duration between movement from one job to another to the next was said to be quite long even after the lapse of the recommended three year period. Lack of motivation other than salary such as airtime and uniform were also cited as some of the challenges in staff attraction and retention. Acquisition of new skills is not directly attached to promotion and this adversely staff retention. The high unemployment levels in the country were also

cited as factors affecting staff attraction and retention. However job security was cited as a factor that enhances attraction of staff in to the service.

Relevant skills are key for quality service delivery. It is not only enough to have the right number of staff in place but also staff possessing the relevant skills for the job. The respondents cited a number of challenges that the ministry faces in attracting and retaining qualified health workers which included: The schemes of services which play a major role in defining the requirements for upward mobility of the staff take long before they are reviewed and eventually approved. This is because the approval process is long and the final authority is not vested on the ministry. Due to this cadres exist without schemes of services which negatively impacts on their progression. The schemes of services are also not uniform especially at defining the entry level Job Group for new entrants. Competition from other players in the sector poses a major challenge to the ministry in attracting and retaining staff due to the Low package, overworking, understaffing leading to mass migration for greener pastures. Lack of professionalism in the public sector, career progression, harmonized payment structure, politics and tribalism were also cited as challenges the ministry faces in attracting and retaining qualified staff.

4.2.3 Staff distribution

Equitable staff distribution is crucial for any organization to offer quality services to its customers. Staff distribution in the ministry was cited as inequitable, it is skewed with urban areas being relatively well staffed while hardship areas are understaffed due to lack of good planning by the HR department. It was also cited that the distribution is not

rational because the accurate information for rationalization not realistic and in some areas, people inflate work load. Lack of strategic human resource management is also a major challenge to equitable staff distribution across the regions. Staff in the ministry are deployed to various regions across the country. In order to ensure effective and efficient service delivery the staff must be distributed equitably and some factors considered e.g disease burden, and population in a given region. Social and health related factors such staff who would like to join their families, affect staff distribution. Natural attrition also poses the challenge of staff distribution since the replacement is not immediate. The inability to predict natural calamities such as the 2007 post election, outbreak of diseases and civil strife as well as political influence on who to work where adversely affect staff distribution.

4.2.4 Staffing levels

A comparison with the existing staff reveals serious shortages. Most affected are the CHWs, CHEWs, nurses and clinical officers, with vacancy rates of 97%, 95%, 53% and 77%, respectively. There was reportedly understaffing of the various departments in the Ministry since there are quite a number of departments operating without required number of staff. For example, the number of staff in the department of Environmental Health is supposed to be 15,000 but currently the department has only 4,200 in post. There is an acute shortage of Health Administrative Officers (HAOs), Clerical Officers and other support staff across the country.

4.2.5 Staff training

Even if there are training opportunities in the ministry virtually all the respondents indicated that the opportunities are not equally accorded to the staff across the cadres. The reasons cited for unequal training opportunities are: Lack of enough resources and; lack of proper training needs assessment. The training projections and skills inventory were said to be weak and the training mainly relies on those who apply for any course. Some of the staff were said to be unaware of the training opportunities in the Ministry whereas training opportunities are not need based. A further question was posed to measure the factors that lead to the lack of equal training opportunities among the HW. Lack of training needs assessment documents/charts, limited financial resources due to inadequate allocation by the exchequer and, minimal sponsorship for further training. However, training opportunities may be available but deterred by the workload and few number of staff to continue providing the services while the some staff are out for the training.

4.2.6 Infrastructure

Managers must create an infrastructure for continuous performance improvement in each organization (Martinez, 2002). Most of the respondents stated that infrastructure negatively affects staffing in the Ministry. The infrastructure related challenges mentioned were: Communication structures; office facilities/space; inadequate staff houses in the majority of the districts; remoteness of some areas almost inaccessible; inadequate required medical equipment for specialized operations and; lack of

willingness by the staff to work in certain stations especially the hard to reach areas where work environment is not conducive with a lot of health risks.

4.3. Remedies to the challenges cited

Information related challenges: A number of suggestions were stated on how the HR information can be improved. The HR department should update staff records on a regular basis and provide such information to the relevant departments. The need to computerize all the HR data was also suggested for ease of reference and facilitated faster decision making.

Attraction and retention of staff: Attraction and retention of qualified health workers is an important factor in maintaining progress in any organization. The ministry should attend to the following to boost the attraction and retention of qualified staff: improve the schemes of service, remuneration/allowances and other packages as well as develop other ways of appreciating and motivating staff; encourage students from hard to reach areas to pursue health related courses to meet the staff shortfall in such areas and; base promotion on performance.

Staff distribution: Staff were said inequitably distributed across all the regions. Some of the suggestion on the improvement of health workers distribution comprised strengthening Interagency Coordinating Committee (ICC) by involving all the health stakeholders. Workload analysis should be done to inform staff distribution and staffing norms across the regions. Hard to access areas should be allocated some allowances.

Staffing levels: The number of staff per station should be optimal for quality service delivery. Currently the staffing levels are below the required number hence the suggestion for workload analysis and subsequent equitable recruitment of the required number of staff. There is need for deployment of more HR officers to various departments such that the other non HR staff concentrate purely on their areas of specialization.

Staff training: Lack of sufficient financial resources was cited as one of the hindrances to equitable staff training opportunities in the ministry. The ministry should budget according to the needs of the staff in terms of skills development and give equal training opportunities to the staff. Recommended also was the need for a policy for staff to access on-the-job training for updates on the new developments in their relevant professions across all the cadres. The need for training needs assessment was expressed and the subsequent awareness creation on the available training opportunities in the ministry.

Infrastructure: Infrastructure impacts on staff performance and therefore the need for proper planning is imperative. To counter the infrastructure related challenges there is the need for creation of more office space and adopt open-work stations, construct staff houses especially in the newly created districts, procure relevant medical and office equipment. The Ministry should strive to have a Health Service Commission to specifically address HWs related issues including brain drain into other countries. Generally Human Resource processes need to be improved to reduce the frustrations that accompany weak systems. Business process re-engineering for HR processes need to be

considered. The 'to be' processes need to be enhanced electronically. The rule that do not facilitate processes be reviewed and if possible adjusted to facilitate processes.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section presents the summary, conclusion and recommendation accruing from the study findings.

5.1 Summary

Human resource planning is replete with challenges that impede progress in the ministry operations. The major challenges mentioned in this study are: there is need to automate all the personnel data. In order to ensure qualified staff are attracted and retained in the ministry there is the need for compensation or incentives based on performance. This will help counter the challenge on poor remuneration, allowances and staff demotivation. Staff distribution in the ministry was cited as inequitable and skewed with urban areas being relatively well staffed while hardship areas are understaffed. The training opportunities in the ministry are adversely affected by limited resource allocation from the exchequer and are not equitably distributed across the cadres. Some of the infrastructure related challenges mentioned were lack of reliable communication structures, inadequate office facilities/space and staff houses in the majority of the districts. In order to adequately address these challenges there is the need for the ministry to adopt strategic human resource management.

5.2 Conclusion

Human resource planning is faced with a series of difficulties which result into challenges that the planners face. Up to date and accurate information is crucial for planning and informed decision making. The need for automation of HR process is imperative for efficiency and effectiveness in HR management. Qualified staff cannot be attracted and retained in the ministry if issues touching on their remuneration and career progression are not addressed. Staff distribution in the ministry was inequitable and skewed in favour of urban areas and this affects service provision in some regions. The overall staffing levels in the ministry are below the required numbers for most of the cadres. Most of the staff are not aware of the available training opportunities in the ministry and the few available opportunities are not equitably distributed. Infrastructure related challenges mainly revolved around working space and working equipment which are very crucial for optimal service delivery in the ministry.

5.3. Recommendations

This study derives a number of recommendations that, if well implemented will help address the HR planning challenges that were mentioned.

The HR processes should be automated for ease of reference and faster decision making. This will ensure effective and efficient HR management. The automated HR data should be updated regularly. If qualified staff are to be attracted and retained this study recommends that the ministry improves the schemes of service, remuneration/allowances and other and base promotion on performance. With reference to staff distribution it hereby recommended that the Interagency Coordinating Committee (ICC) be

strengthened by involving all the health stakeholders and workload analysis be done to inform staff equitable staff distribution. Hard to access areas should be allocated some allowances to encourage staff to work in such regions. Currently the staffing levels are below the required number. There is therefore the need for workload analysis and subsequent equitable recruitment of the required number of staff. Recommended also is the need for deployment of more HR officers to various departments so that non HR staff concentrate purely on their areas of specialization. The ministry should budget according staff needs in terms of skills development and give them equal training opportunities. The need for a staff training policy is recommended as well the need for training needs assessment and awareness creation on the available training opportunities in the ministry. To counter the infrastructure related challenges there is the need for creation of more office space and adopt open-work stations, construct staff houses especially in the newly created districts, procure relevant medical and office equipment.

5.4 Limitations of the Study

The study was limited to the heads of departments at the Ministry headquarters hence it may not have captured the sentiments of the provincial and district heads who directly supervise the staff. However, the heads represent the cadres working at the provinces and districts and they were therefore represented across the study sample.

5.5 Areas for Further Research

Since the current study concentrated on one ministry, a replication of the study is recommended in other ministries and health sector stakeholders like the Faith Based Organizations . Further studies are also recommended on the impact of organizational policies and structure to human resource planning.

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APPENDIX 1 INTERVIEW GUIDE

Dear Respondent,

My name is Teresia K. Muoki currently I am pursuing a Masters Degree in Business Administration at the University of Nairobi. I am undertaking a research on challenges of human resource planning at the Ministry of Public Health and Sanitation. The information you provide will be used solely for purposes of this research and will be treated with utmost confidence. However the findings of the Study can be availed to you upon request on completion of the research.

SECTION A: GENERAL INFORMATION

1. Name of the department.....
2. Title/Designation of the respondent.....
3. How long have you worked in the Ministry.....
4. How long have been in-charge of a department/division?.....
5. What is the highest education level you have attained.....
6. What is the number of staff under you supervision.....

SECTION B: CHALLENGES FACING HUMAN RESOURCE PLANNING

1. Do you think there is up to date HR information about the staff in your department?

- Why do you say so?
 - What do you think can be done to improve on this?
2. What do you think are the major factors affecting attraction and retention of health workers in the ministry?
- What are the challenges the ministry faces in attraction and retention of qualified health workers?
 - What can be done to improve attraction and retention of qualified health workers in the ministry?
3. What is your opinion on staff distribution across the regions (provinces) in the ministry?
- What challenges do you face in staff distribution? (*Probe on whether there is high HW turn over in the dept.*)
 - What would be your suggestion on the best way to go about health workers' distribution?
4. Do you think your department is well staffed?
- Why do you say so?
 - What do think can be done to improve the situation?
5. Do you think the ministry accords the staff equal training opportunities?
- What are the reasons for saying so?
 - In your opinion, what factors lead to the lack of equal training opportunities among the HW?
 - What would you suggest as the remedy to the challenges you have mentioned?

6. Do you think infrastructure affects staffing in the ministry?

- Please explain?

- How can this be improved?

7. Any other comments