

## Toolkits for appraising health workforce

A proper appraisal of human resource for health needs to be carried out to guide planning, policy, and management. Most appraisals include an assessment of the current workforce and future requirements, including the aims of quality, equity, and efficiency. Where conventional health service providers are in short supply, an analysis of alternative providers might be necessary. And to ensure sustainable solutions, human resource policymaking and systems should be analyzed. A broader understanding of organisational goals, and strengths and weaknesses in areas other than staffing will assist with the development of appropriate and feasible human resource solutions. In addition, an analysis of the policy environment covering stakeholders, opportunities, and threats is needed. The appraisal should identify whether the wider oversight system ensures that human resources are addressed adequately in the health sector.

The Joint Learning Initiative conducted a survey of methods and tools currently available for appraising the human resource situation. More than 25 examples of published, unpublished, and web-based materials have been identified. These instruments have been reviewed to identify the purpose and scope, the timeframe, and data requirements. Evidence of their validity has also been sought.

A selection of the instruments:

Instrument	Description	Comments
<b>Broad diagnostic tools</b>		
<b>Human resources in the health sector: guidelines for appraisal and strategic development</b>	Broad analysis of HR situation including HR functions, key stakeholders and policy context. Suggested questions provided.	Also available in French. Information on usage not known.
Reviewing health manpower development: a method of improving national health systems	Explains key issues in areas of HR planning, production and management, sample questions and possible data sources.	Case studies included as examples of the review; may need updating.

<b>Guidelines for a HRH review</b>	Outline a method for making a review and provide suggestions and template materials that can help with data collection and analysis, and with the presentation of the results.	Information on usage not known.
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### HR planning tools

<b>Simulation models for workforce planning</b>	Computer-based HR planning model capable of sophisticated projections; much training has been provided for users.	In use for over 10 years and applied on a trial basis in at least eight countries. Also available in Spanish and French.
<b>The WPRO/RTC health workforce planning workbook</b>	Provides steps for developing an HR plan; includes simple computer-based planning model.	Extensively used.

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### HR management tools

<b>Achieving the right balance: the role of policy-making processes in managing human resources for health problems</b>	Although designed as study, this contains a framework for analysing HR policy implementation.	Used for 18 countries; methodology provided, so could be adapted as an assessment tool.
<b>Human resource management assessment instrument for NGOs and public sector health organizations</b>	A rapid tool to assess the core functions of a human resource management system. The tool is adapted to be responsive to HR elements resulting from the impact of HIV and AIDS.	Widely used in both the public and private sectors.

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### Programme-specific HR tools

<b>Capacity building for 3 by 5: country fact, planning &amp; monitoring sheet</b>	Pro forma to identify current and potential workforce for delivering ART with guidance on information sources.	Supports the WHO ART programme; currently in use.
<b>Human capital development inquiry</b> (for HIV and AIDS programs)	Inquiry to ensure a comprehensive response to entrenched HR issues. Inquiry includes 4 components: policy; HRM; leadership and partnerships.	Still in introductory stage, but useful as a framework to identify range of HR issues to be included in a sustainable strategy.

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### Tools for considering policy context and options

<b>Open systems model for Institutional appraisal</b>	Situates HR issues in wider organisational context of strategy, culture, management systems, structure, environment, etc.	Would ensure that HR is not forgotten in a broad appraisal exercise.
<b>Decentralization mapping tool</b>	To map out the movement of management responsibilities, including those of human resource management.	An example of a tool for examining the impact of structural reforms; available in Spanish.