

ICT FOR HUMAN RESOURCES

Comprehensive software tools to inform human resource decision-making



HUMAN
RESOURCE



TRAINING



MODELLING



ANALYTICS



HPIICT

Health Partners
INTERNATIONAL
A DAI Global Health company

1. CHALLENGES IN HUMAN RESOURCE ADMINISTRATION, MANAGEMENT AND PLANNING

Human resources (HR) play an important role in the delivery of quality and efficient public services. Poor administration and planning can lead to several negative consequences:

UNWARRANTED EXPENDITURE

Staff costs represent on average 70% of public expenditure. Poor planning practices can result in increased or unwarranted staff costs.

SCARCITY AND MALDISTRIBUTION

In most low-income countries, there is not enough public sector workers. Managers work under pressure to deliver the maximum services within limited budgets. Maldistribution of workers, in terms of numbers and skills, can have a severe negative impact on service delivery.

POOR PERFORMANCE

Ineffective performance management, including a lack of professional development, inappropriate redeployment or termination, can result in low worker morale, poor attitudes and suboptimal service quality.

INEVITABLE SERVICE DELIVERY BOTTLENECKS

Poor planning can result in sudden staff shortages due to staff reductions or an increase in service demand. This puts more pressure on the system and people who need vital services are left powerless.

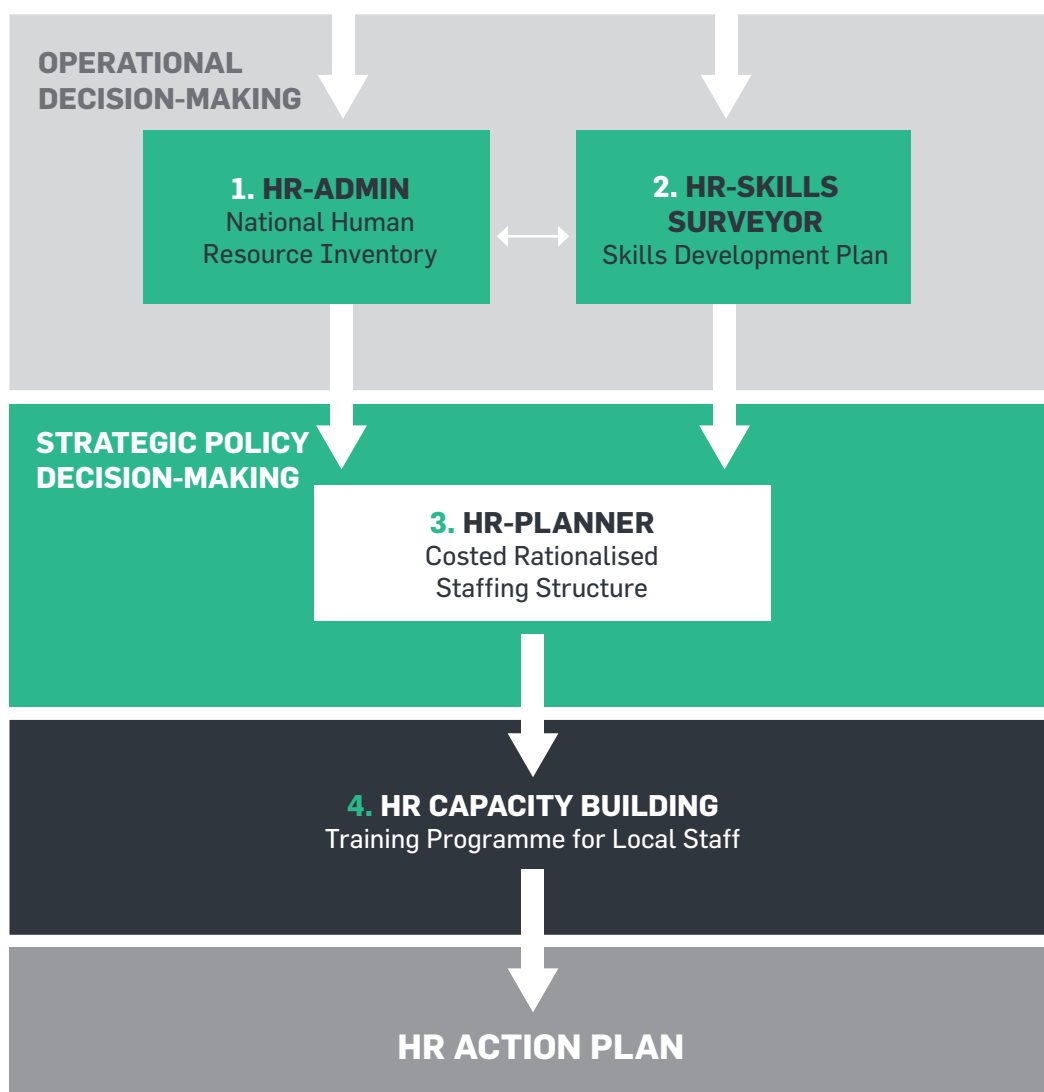
2. OUR SOLUTIONS AT A GLANCE

Health Partners International (HPI) has developed a sophisticated software suite that equips government departments and facilities with data and information to make operational and strategic decisions concerning human resources. The suite comprises of three tools:

- **HR-Admin Tool**
- **HR-Skills Surveyor Tool**
- **HR-Planner Tool**

These tools improve human resource administration, management and planning. **They can be used independently or together.** The tools are complemented by more than 20 years of practical expertise of HPI's technical leads, that together empower and build sustainable capacity of country leaders.

TOOL	FUNCTIONS	BENEFITS FOR MANAGERS & HEALTH PLANNERS	DESIGN FEATURES
HR-ADMIN	<p>Comprehensive data collection</p> <p>Data analysis</p> <p>Reporting</p> <p>Operational decision-making assistance</p>	<p>Comprehensive information on each employee</p> <p>Supports performance management</p> <p>Tracks career progression (appointment, redeployment and termination)</p> <p>Supports the planning of staff training and development</p> <p>Assists with leave management</p>	<p>Open-source software</p> <p>Online, web-based access</p> <p>Stand-alone tool or integrated to existing human resource information system</p> <p>Customisable reporting formats</p>
HR-SKILLS SURVEYOR	<p>Comprehensive data collection</p> <p>Data analysis</p> <p>Reporting</p> <p>Operational decision-making assistance</p>	<p>Rapid skills auditing</p> <p>Integrated competency framework for post cadres</p> <p>Rapid identification of skills gaps from individuals and units</p>	<p>Open-source software</p> <p>SQL-based (software code)</p> <p>Access from desktop</p> <p>Real-time data validation features</p> <p>Reporting dashboard for quick extraction</p> <p>Quick and easy installation</p>
HR-PLANNER	<p>Analysis</p> <p>Modelling</p> <p>Reporting</p> <p>Strategic decision-making assistance</p>	<p>Comparative analysis between existing staff levels and required staff levels based on staffing norms, actual and estimate workloads and service delivery frameworks</p> <p>Comparative analysis of skills requirements based on skills norms against existing skills</p> <p>Compares various scenarios based on budget variables</p> <p>Staff utilisation analysis against workflow indicators</p> <p>Staff distribution analysis across facility types and geographical locations (GIS Mapping)</p> <p>A variety of human resource planning and management reports: vacancies, surpluses by facility, district or nationally</p> <p>Strategic human resource modelling based on scenario reporting</p> <p>Automated organograms development (via MS Visio)</p>	<p>Custom-made software without proprietary licensing fees</p> <p>Exports to Microsoft Excel, Microsoft Visio, Adobe Acrobat PDF</p> <p>MySQL compatibility synchronises and integrates data sets with other health system platforms, e.g. PERSAL, BAS, DHIS2</p> <p>Desktop-based installation with server database access</p> <p>Access to remote online reporting</p>



3. WHAT DO OUR TOOLS DELIVER?

Our comprehensive HR suite of tools (HR-Admin, HR-Skills Surveyor and HR-Planner) informs national HR strategic and operational planning. It delivers three main outputs:

I. NATIONAL HUMAN RESOURCE INFORMATION INVENTORY

The HR-Admin tool assists in gathering data from all facilities on their employees. For each staff member, it provides information on the following: basic personal details, employment history, post details (category, level and salary), appointment, redeployment and termination, performance management, career and professional development.

The HR-Admin tool can be updated as decisions are taken and changes are implemented. To make it even easier for organisations to collect data, HPI is developing a mobile phone application.

II. COSTED RATIONALISED STAFFING STRUCTURE TO INFORM A NATIONAL HR ACTION PLAN

HR-Admin assists in conducting robust situational analysis. This is required for the development of a staffing structure and national HR action plan. Following the situational analysis, the HR-Planner tool can be customised to the local context.

To perform its analytic functions, the HR-Planner tool draws on the information gathered within the HR-Admin tool for planning and analysis. It adds more information, for example workload variables such as staff type, facility type, organisational structure, authorities, post information, salary level and cost of employment. The tool also integrates data from all existing HR information systems such as PERSAL, BAS, DHIS2 and EXCEL.

It performs three key processes: comparative analysis, staff utilisation analysis and costing analysis. The tool also develops scenario-staffing models. The same approach is used to analyse recurrent expenditure and skills development.

HR-Planner develops recommendations to inform decision making. These recommendations are based on the current staff, skill or budget utilisation; areas where cost savings and efficiency gains could be made; and based on the appropriate staff, skill and budget distribution based on the service delivery framework.

A value-add feature of HR Planner is that it can automatically generate staff organograms, via Microsoft Visio. Organograms can be produced for each facility with the complete staff structure.

III. SKILLS DEVELOPMENT PLAN

A skills development plan provides a district or organisation with information on the skills situation of all employees - who needs training on what skills to improve the quality of service delivery.

It assists in several ways:

- a) Provides a holistic context of the HR-Skill Surveyor methodology;
- b) Provides information on the current skills competencies of staff in each occupational category;
- c) Identifies areas of critical skills competencies in staff;
- d) Suggests approaches to overcome and address the identified skills gap by aligning skills development priorities and skills outcomes with the service delivery framework;
- e) Provides recommendations on skills development implementation plans.

IV. ENHANCED CAPACITY IN HUMAN RESOURCE PLANNING

The goal of human resources planning is to provide senior managers with key decision making information. Data collection and analysis should not be a once-off process, but rather become continuous and integrated within the daily working routines. To ensure that planning processes continue to make a difference in an organisation, HPI prepares and equips managers with critical knowledge, organisational development and change management skills to implement the suggested recommendations.

To build strong HR management capacity and institutionalise good management practices, HPI supports local staff in the following ways:

- Skills building workshops (topics include: the basics on human resource management, project monitoring and evaluation, change management and how to use software tools).
- Mentorship of staff throughout the implementation of the HR-tools
- E-learning training platform with self-directed learning content

We use an open-source e-learning platform to deliver and share all content. The platform is equipped with reference and guidance documents on HR management. It ensures that the local team has all the knowledge and skills at their fingertips to continue the work.

SAVE TIME WITH OUR HR TOOLS

	WITHOUT OUR HR TOOLS	WITH OUR HR TOOLS
ORGANISATIONAL REDESIGN	Up to 3 years	3 months
DEVELOPING ORGANOGAMS	7 – 8 months	1 week
UPDATING THE PAYROLL SYSTEM	8 – 9 months	3 – 5 weeks



4. FLAGSHIP PROJECT

PARTNERSHIP FOR REVIVING ROUTINE IMMUNIZATION IN NORTHERN NIGERIA / MATERNAL NEWBORN AND CHILD HEALTH PROGRAMME (PRINN-MNCH)

Country:	Nigeria
Scope:	Four states, northern Nigeria (Population: 19 million)
Timeline:	2006 – 2014
Partners:	Health Partners International (Lead), GRID Consulting Ltd, Save the Children
Funder:	UKaid/Norwegian Government (£68.5 million)

THE PROJECT

Working in four northern Nigerian states, which have some of the world's worst indicators for maternal, newborn and child health, the project aimed to revitalise Primary Health Care (PHC) and improve the availability, quality and utilisation of maternal, newborn and child health services, including ante-, peri- and post-natal care, emergency obstetric and newborn care (EmONC), essential care for newborns and infants, young child feeding and nutrition and routine immunisation against preventable diseases.

HUMAN RESOURCE ADMINISTRATION AND PLANNING

The project used HR-Admin and HR-Planner tools to capture baseline employee information, plan for equitable distribution of health workers within the available budget and support administration of human resources.

With the use of the our software tools, we focused on strengthening human resource administration and planning, including the following:

- Reviewed the distribution and utilisation of human resources involved in health, within the context of the minimum health package.
- Assessed human resource distribution against the number and types of PHC facilities and hospitals in each state.
- Identified human resource gaps and developed strategies to resolve them.
- Identified critical human resource issues that need to be addressed to improve the availability, utilisation and management of personnel.

5. OTHER SETTINGS WHERE OUR TOOLS CAN BE USED

Our tools are transferable to any public institution. Some areas where it can be applied include:



WATER AFFAIRS



EDUCATION



PUBLIC WORKS



**AGRICULTURE AND
ENVIRONMENTAL
AFFAIRS**



HP||CT

GET IN TOUCH

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