

Approaches to workforce assessment and planning

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Virtual Workshop on the Way
Forward of VEEs and VSBs in
South-East Asia

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What is workforce planning and why is it important?





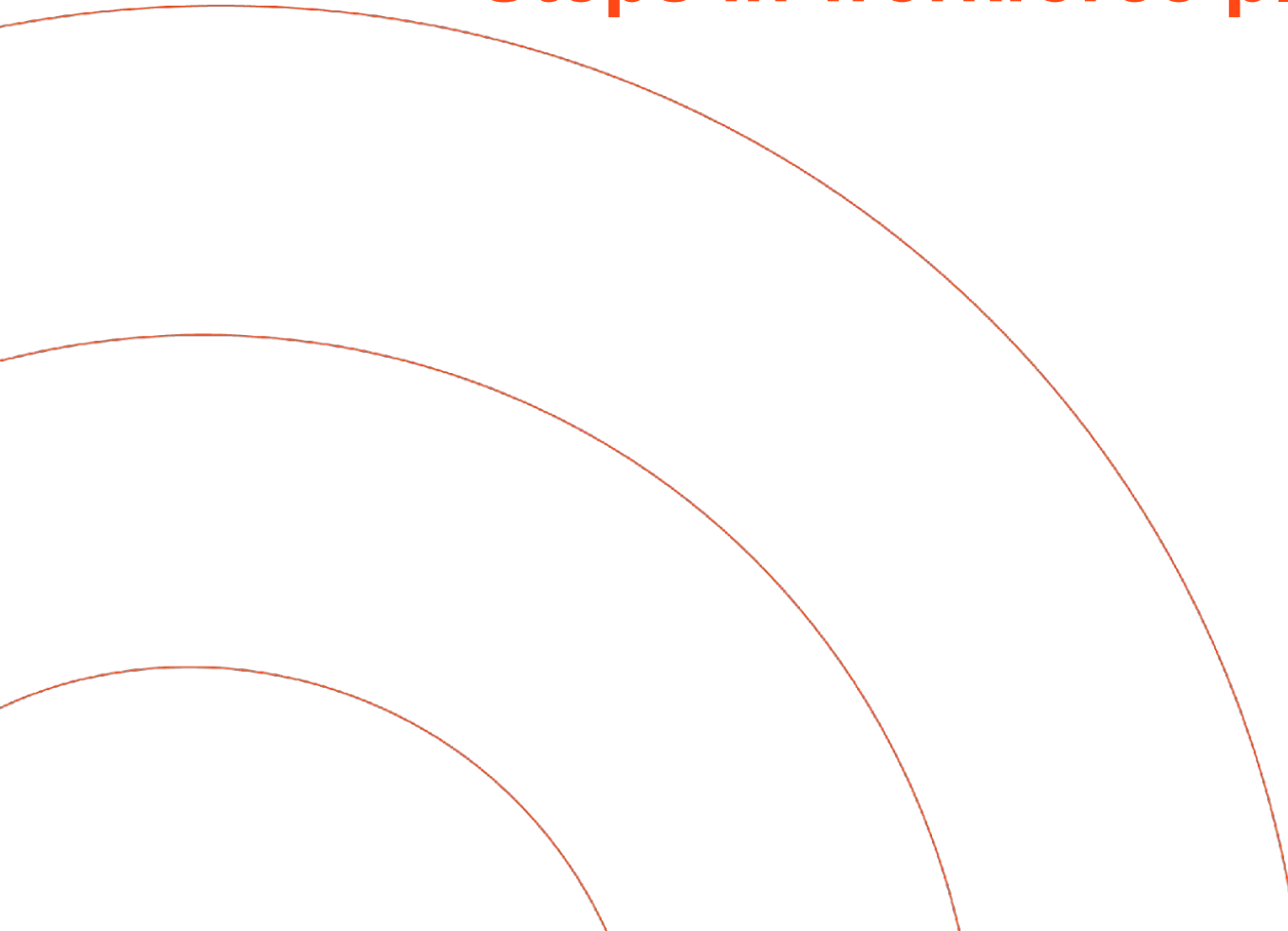
What is the value of systematic workforce planning?



- Systematic workforce planning can offer significant benefits, such as:
 - Determine personnel needs to meet existing service obligations;
 - Identify underserved regions, populations or sectors in the country;
 - Identify future needs based on demographic & socioeconomic changes;
 - Align training institution capacity and enrollment with future needs;
 - Anticipate specialized training needs, including CPD;
 - Anticipate budgetary requirements to support the needed workforce;
 - Provide a basis to identify innovations (delegation, PPPs, VPPs) to address unmet needs.
- Yet, in a WOAHA survey of Asian Members in 2019, only 8 of 24 countries polled engaged in any kind of veterinary workforce planning.

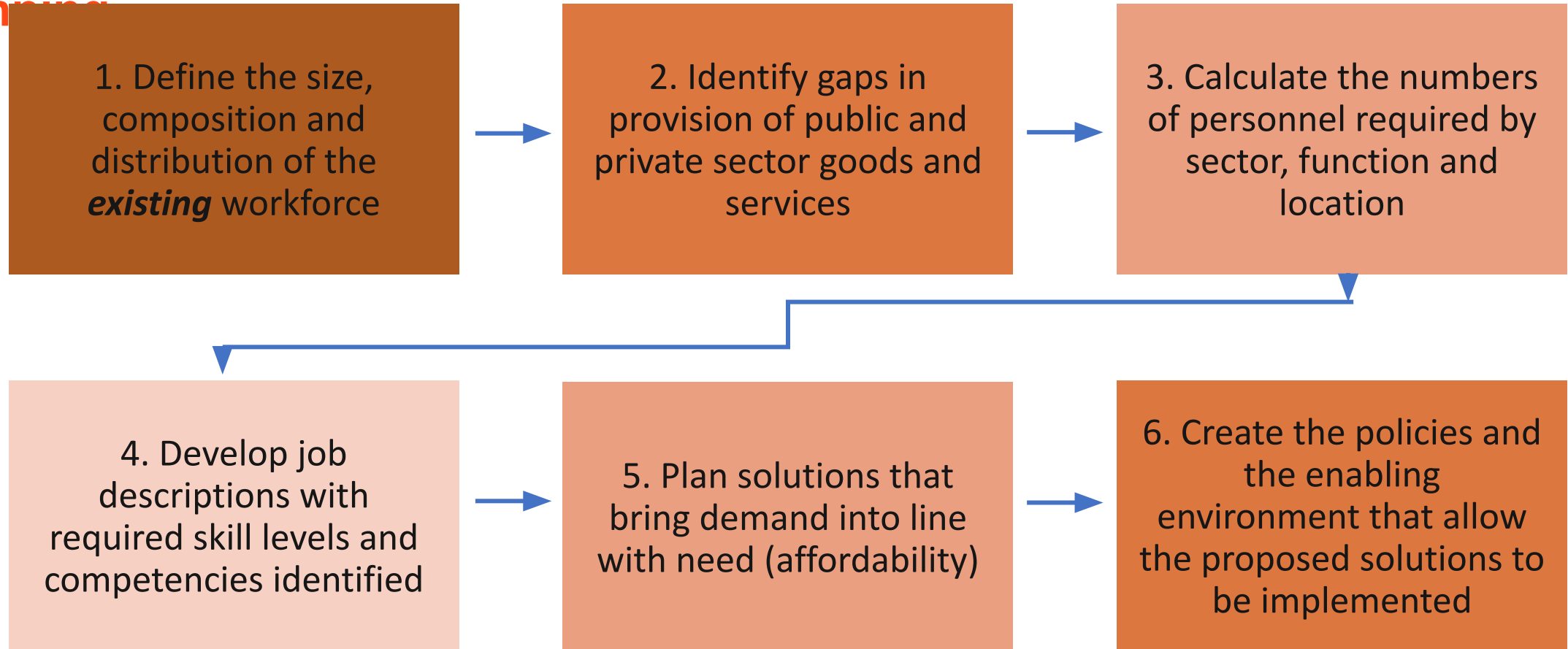


Steps in workforce planning





Steps in workforce assessment and planning





1. Define the size, composition and distribution of the *existing* workforce

- First and foremost, this requires a **detailed data collection exercise**
- Name, age, gender, qualification, location, work activity
- Reliable data is essential, but not always available
 - Government employment records
 - Registration data from VSB on vets and VPPs
 - Identify training institutions and their capacity and training outputs
 - Alumni tracking from training institutions
 - Vet and VPP associations, particularly for private sector information
- Map geographic locations of active vets and VPPs to visualize distribution
- First step in identifying shortages or excesses of various categories of service providers by type and location



2. Identify gaps in provision of public and private sector goods and services

- Identify HR gaps in addressing existing and anticipated public good functions (e.g., disease control programmes) and private good functions (e.g., clinical and production services)
- Gather human population and animal population data by species
- Map distributions of livestock (and companion animals?)
- Characterize livestock production systems
- Surveys/interviews with employers, animal owners and other stakeholders on veterinary workforce needs
- Include, when possible, economic data to begin to match needs to demands, e.g., how much are producers willing to pay for the services they say they need? Is it enough to support a vet?



3. Calculate the numbers of personnel required by sector, function and location

- Calculate personnel needs according to sector(s) – public good functions, private practice by type, labs, academia, industry, etc., based on workloads and policy objectives. Seek additional data when information gaps become apparent.
- The WOAH approach to calculating personnel needs for public good animal health services is to calculate the ratio of **Full Time Equivalents (FTEs)** of personnel against a calculation of **Veterinary Livestock Units (VLU)*** for the work to be done.
- The suitable ratio of veterinary livestock units per FTE will be influenced by geography, type & density of animal populations, mobility, infrastructure & other factors.
- For private sector activities, **willingness to pay** (demand) is a key factor in determining the number and **type** of service providers

*A VLU is used to quantify veterinary activities for a given animal population, calculated by establishing equivalence between species using a conversion coefficient for each species



4. Develop job descriptions with required skill levels and competencies identified

- Ideally, efficient delivery of veterinary services starts with each occupation operating at the ‘top of their training’, i.e., maximizing the use of their skills.
- Veterinarians should be focused on the work that only they are trained to do. Veterinary technicians, assistants, and other staff should do the work they are trained to do in the context of their job descriptions.
- In an efficient system, veterinarians minimize the work they do that can be done by others, especially when vets are in short supply.
- As a practical matter, where there are shortages of veterinarians or where demand for service will not support the economic requirements of veterinarians, then the utilization of VPPs must be considered.



5. Plan solutions that bring demand into line with need (affordability)

- What is the right number and mix of veterinary service providers?
- It is essential to translate the calculated needs into specific job descriptions with the required skills and associated levels of training identified.
- Institutional training capacity should be adjusted to deliver the needed number of personnel in the needed categories and with the right skill sets.
- Training too many veterinarians uses educational and financial resources that might be put to other uses.
- Training too few can promote geographic imbalance in supply, with the available workforce moving towards metropolitan and higher income areas.

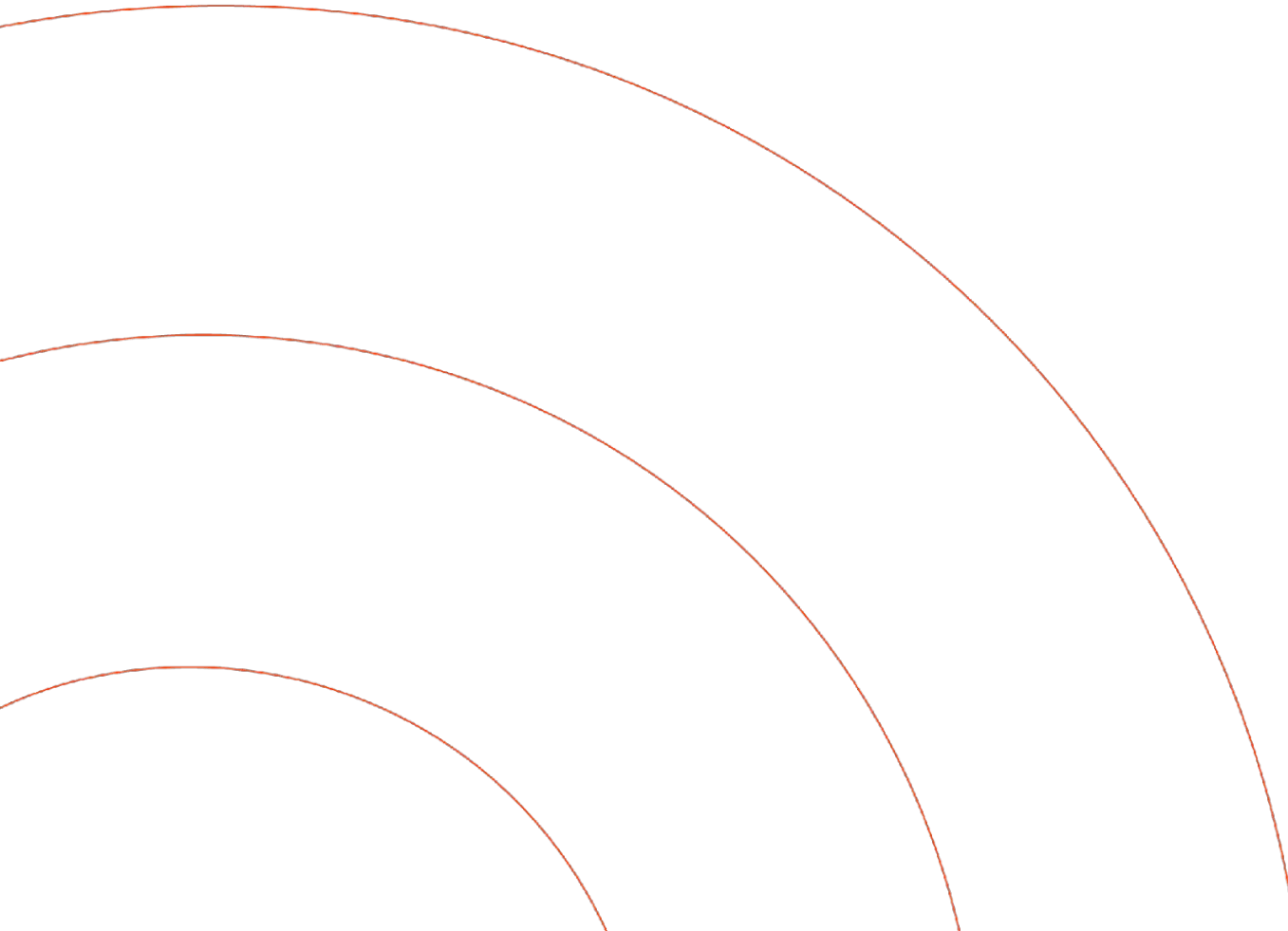


6. Create the policies and the enabling environment that allow the proposed solutions to be implemented

- When workforce planning identifies the value of adding VPPs to the workforce, then a supportive legal, regulatory & training framework should be in place to achieve their effective integration.
 - Is there a legal basis for VPPs to be recognized and to work in the desired contexts, e.g., private practice?
 - Is there a Veterinary Statutory Body (VSB) to define and regulate different categories of VPPs appropriate for the country situation?
 - Are the working relationships between vets and VPPs well defined?
 - Are there sufficient training institutions delivering training of quality to produce the veterinarians and VPPs required with the needed skill sets?



Challenges in workforce planning



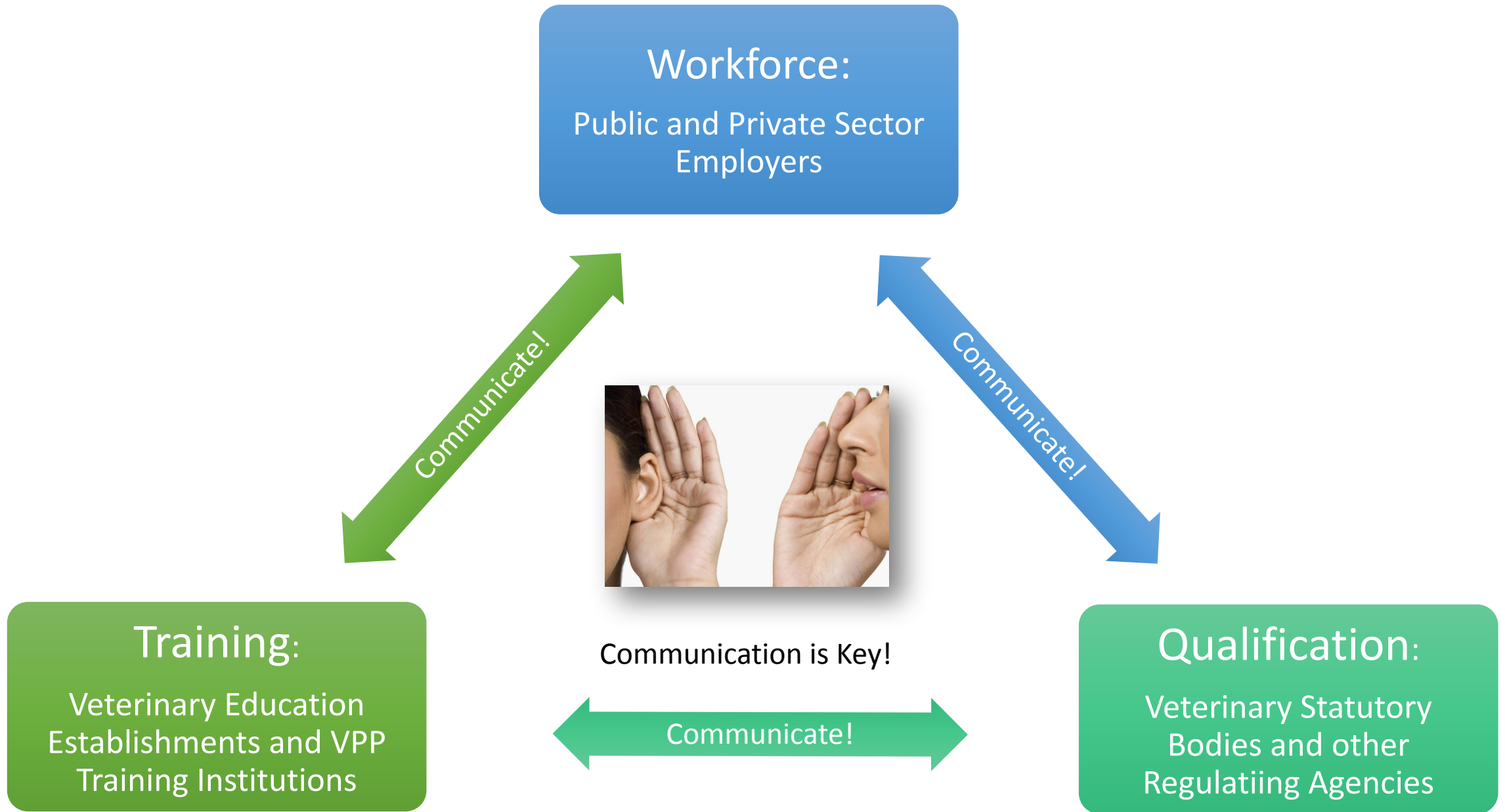


Challenges in workforce planning

- Basic data often not available
 - No registration or licensing of vets and VPPs
 - No tracking of graduates by training institutions
 - Inadequate census data on livestock numbers
- Culture of workforce planning not in place
 - Only 8 of 24 Asian countries surveyed for a WOAHA workshop in 2019 carried out systematic or recurrent workforce planning
 - More widely used in human health and other sectors
- Important pieces are missing!
 - No VSB exists or the VSB does not regulate VPPs
 - No veterinary or VPP associations
 - Inadequate channels of communication exist between employers, trainers and regulators



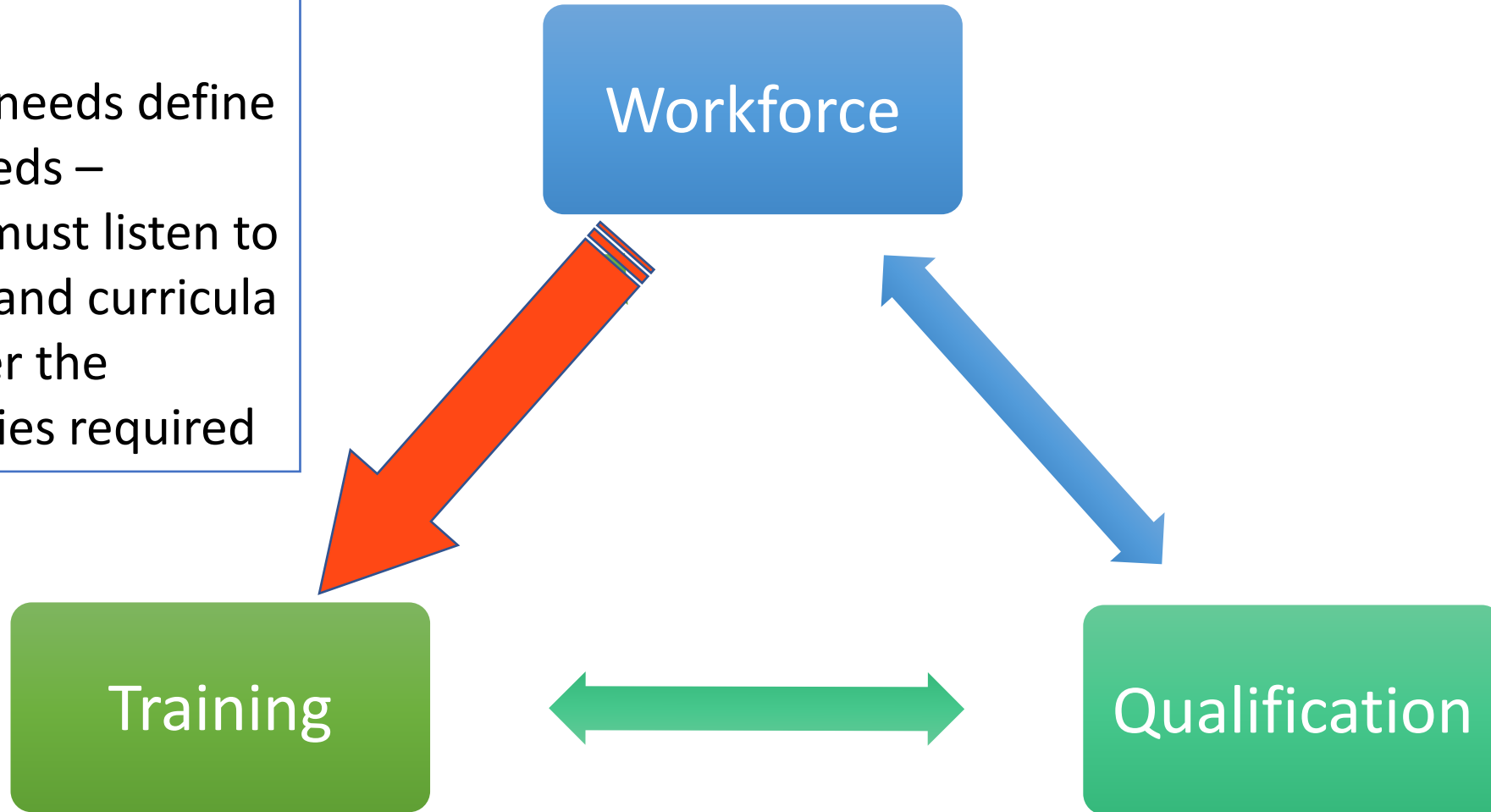
The roles of VEEs and VSBs in workforce development





Demand

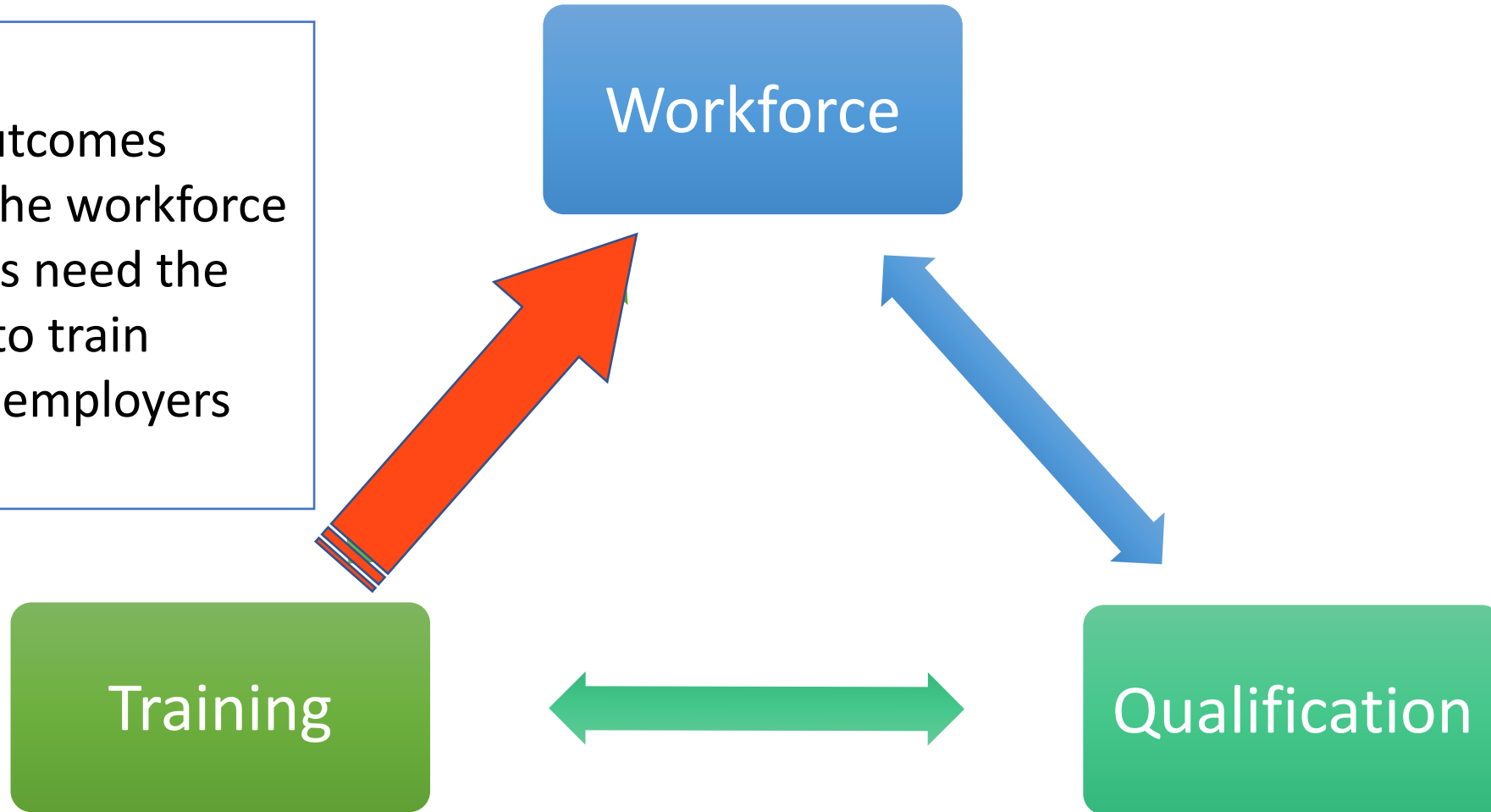
Workforce needs define training needs – educators must listen to employers and curricula must deliver the competencies required

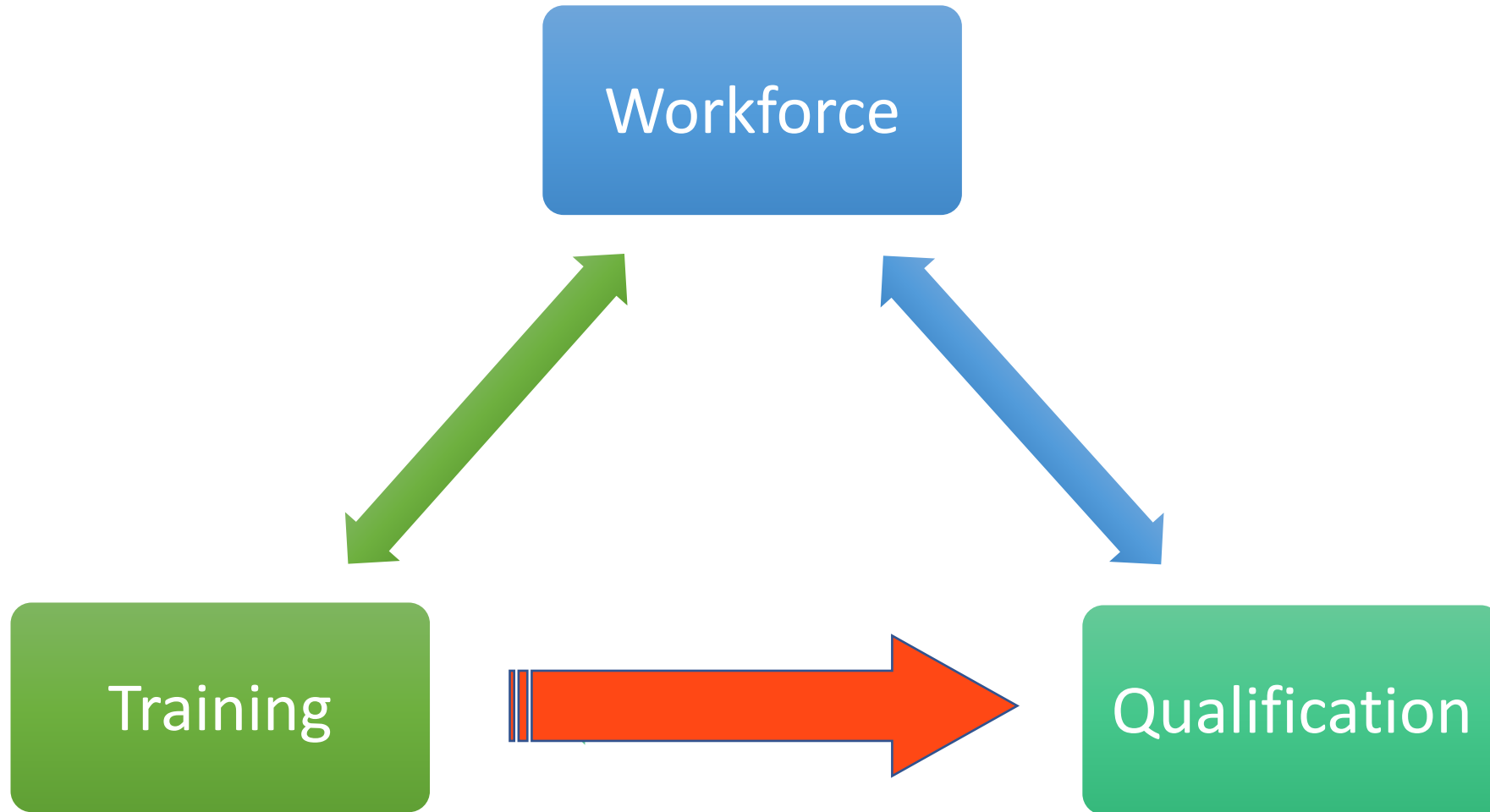




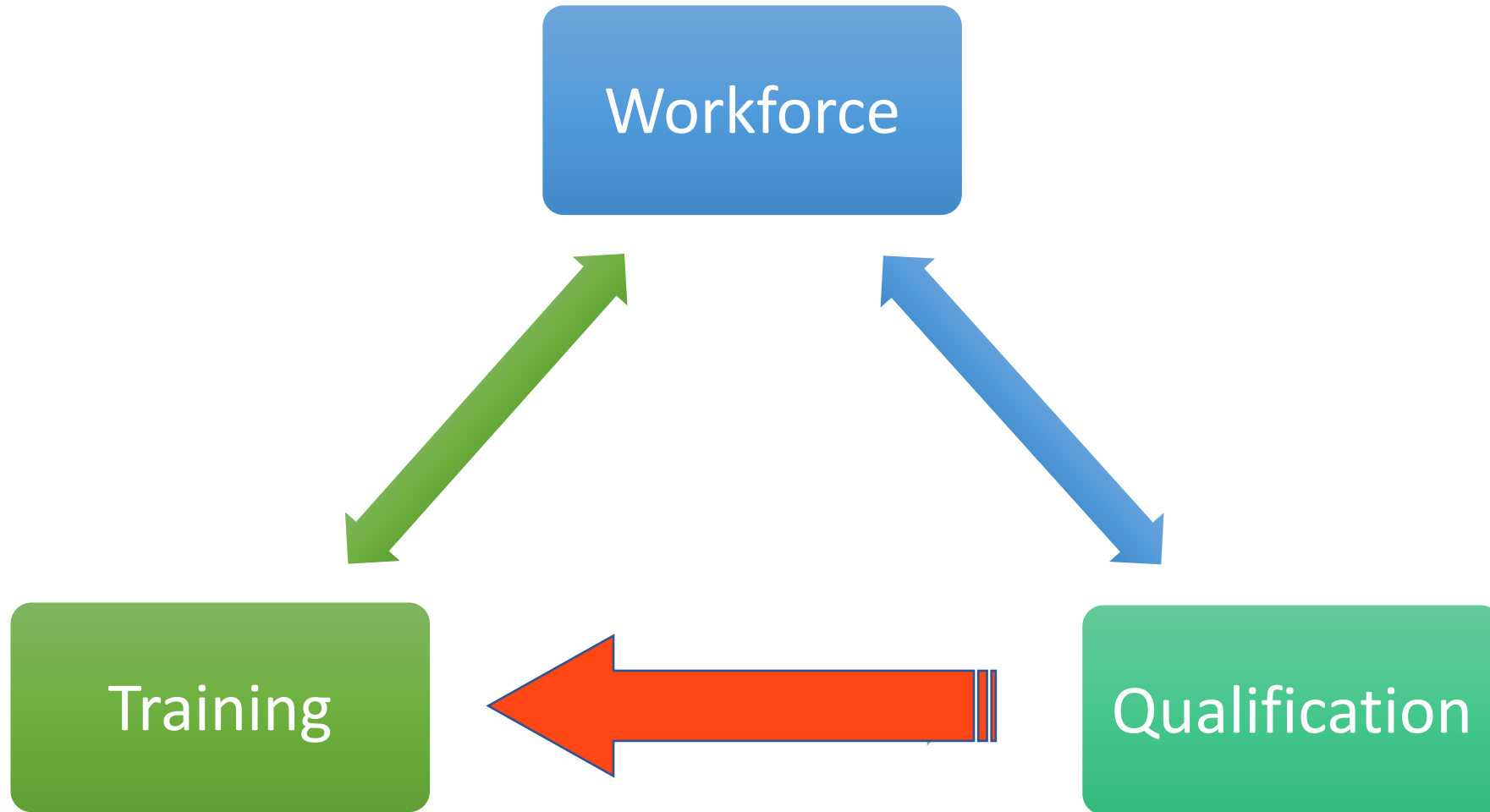
Supply

Training outcomes influence the workforce – educators need the resources to train properly – employers can help!





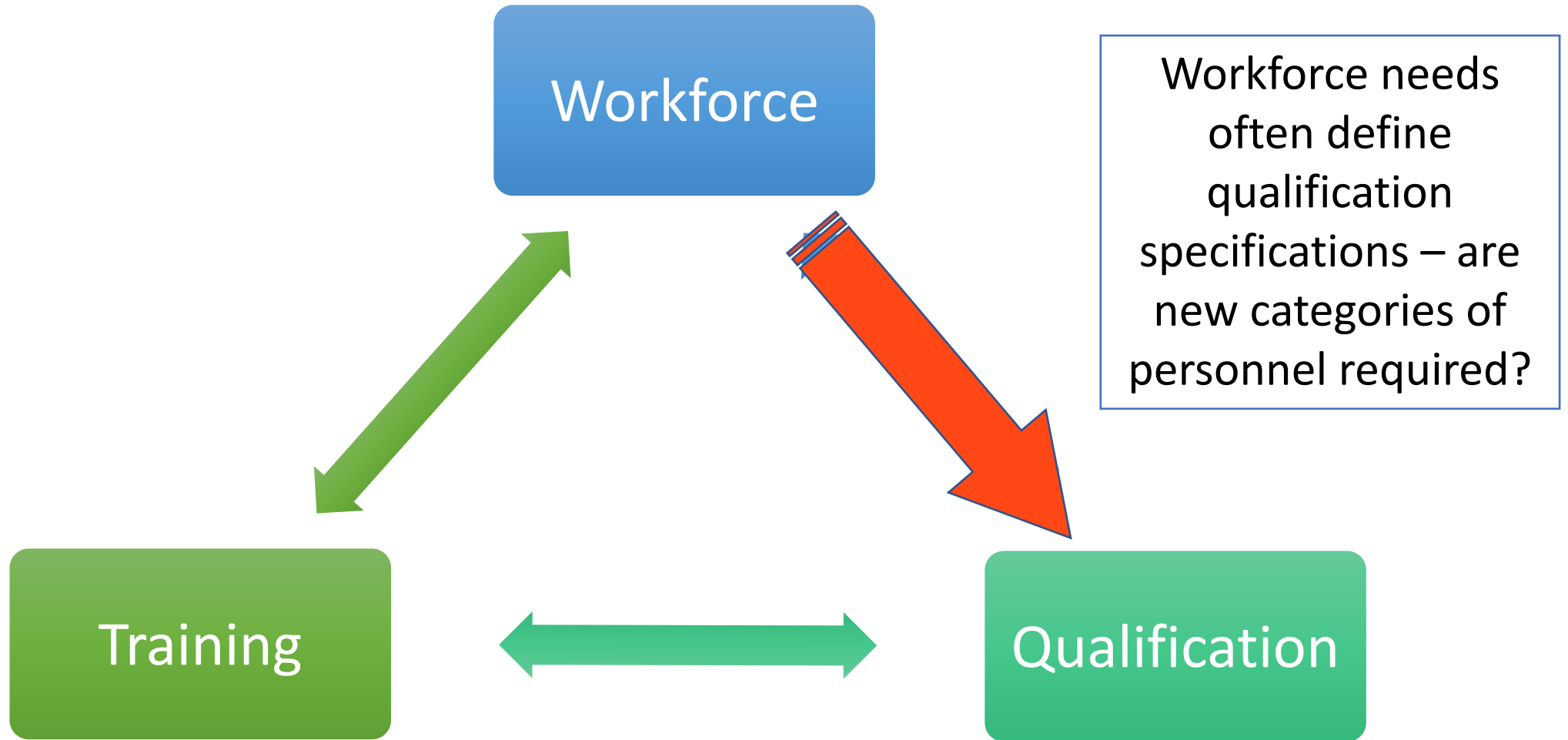
Qualification eligibility is often based on completing approved training programmes –
Are the training programmes delivering the required competencies?

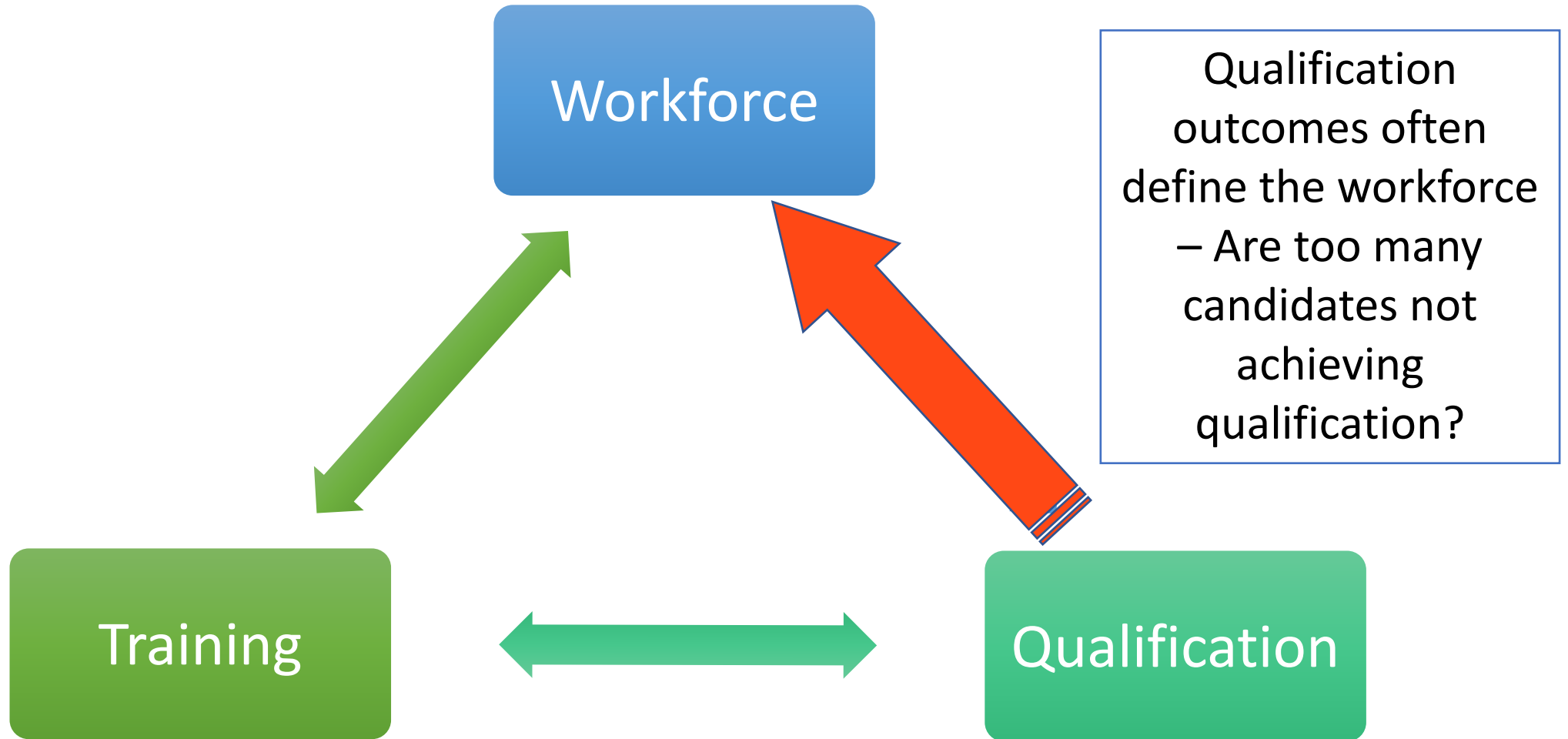


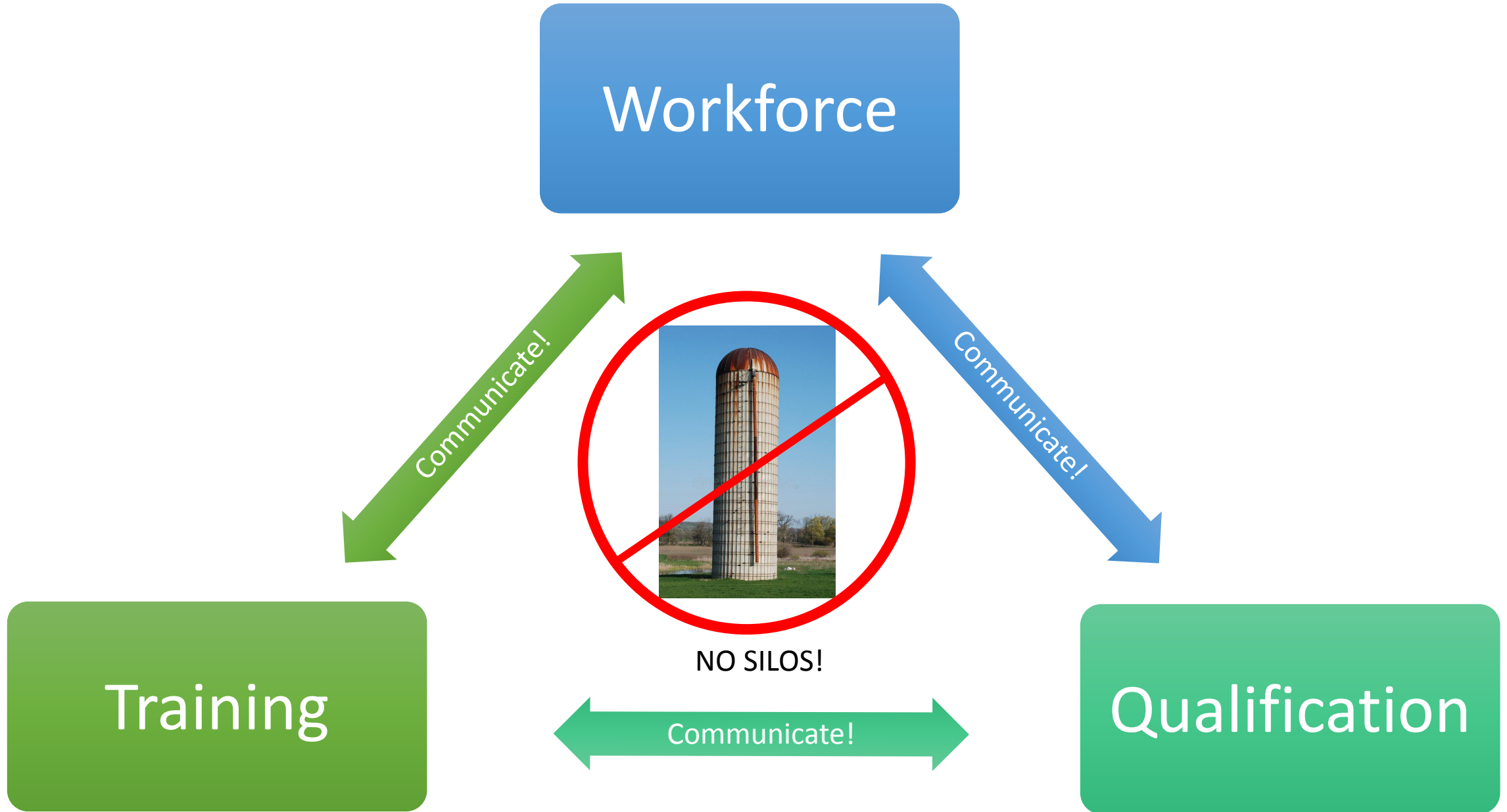
Training (curriculum design) is often based on qualification requirements – are they aligned?



Linkage Between Training, Workforce and Qualification









Conclusions

- An effective Veterinary Services requires an adequate number of properly trained personnel representing different categories and skill levels
- Systematic workforce assessments can identify gaps in the numbers and categories of personnel required in the country and serve as the basis for rational workforce planning and development
- Skills-based training is a cornerstone of meeting workforce needs
- Effective communication between employers, educators and regulators is essential for building an appropriate and effective workforce
- The VSB can and should play a key role in facilitating effective communication through appropriate committees with

Thank you

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