Republic of Kenya

Ministry of Health

Curriculum
for
Strengthening County Capacity for Human Resource for Health Management

February 2015

Curriculum

for

Strengthening County Capacity for Human Resource for Health Management

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Curriculum for Strengthening County Capacity HRM
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FOREWORD

The Ministry of Health in line with its Human Resources for Health Strategic Plan 2014-2018, is working with partners and stakeholder in HRH to ensure that the capacity to manage health workers is strengthened for effective and efficient service delivery at the County level.

With the devolution, Wealth Workforce that forms between 60 and 80 percent of most county human resources has had numerous challenges amongst which, weak capacity to manage Health Workforce is evident.

We are grateful for the HRH Capacity Bridge Project working with the Institute of Human Resource Management (IHRM) to lead the development and implementation of the curriculum for building the capacity of human resources for health management in the County. This training will strengthen the county capacity to manage Human Resources for Health for better quality of health care services and improved health outcome especially in HIV care and treatment.

This curriculum fills the gap of knowledge and clarity in understanding critical policy directions such as those in the HR Professionals Act, Labour Laws, Work Ethics, Value Systems including HRM principles and their application to HRH management within the County Department of Health.

The document has been designed to provide support not only to HR Managers in the Department of Health but also the County Human Resource Departments, County Public Service Departments and County Public Service Boards. The interrelationships between the above mentioned departments makes utilization and application of this curriculum even more critical in strengthening and building synergy between these county structures in the management of the Health Workforce.

The Ministry of Health is proud to present this curriculum as one of the significant milestones towards a stronger HR management capacity for county Wealth Workforce.

Mrs Khadija Kassachoon,
Principal Secretary
Ministry of Health

INTRODUCTION

The USAID-funded Human Resources for Health (HRH) Capacity Bridge Project was awarded to IntraHealth International on 16th April 2014. This project serves to build on the successes of its predecessor Capacity Kenya Project which ended on April 15. The overall goal of the new Project is to strengthen the Human Resources for Health systems in Kenya at both the National and County government. The Project in supporting the National HRH strengthening is in the process of finalizing the second Kenya HRH Strategy. The successful implementation of the strategy at county level will require that county capacity to manage human resource for health is strengthened. This led the project to work with the Institute of Human Resource Management (IHRM) to develop and implement a curriculum for building the capacity of the HR Practioners in the County Health Departments. The main objective of this training program is to strengthen the county capacity to manage Human Resources for health for better quality of health care services and improved health outcome especially in HIV care and treatment.

1. Course Objectives

By the end of the training the learners will be able to:

a. State and apply the HR Professionals Act to the HRH management in the County Department of Health (DOH)
b. Apply Labor Laws to HRH management in the County Department of Health
c. Employ work ethics and value systems in the management of Health Workforce
d. Apply the principles of HRM Practice in the management of Health Workforce

2. Course Target Group

The course is designed for County Human Resource for Health Management Teams. It may also be beneficial to staff drawn from the County Public Service Management Departments and County Public Service Boards and help build synergy between these county structures in the management of the Health Workforce.

3. Course Duration

This course will be delivered in five days

4. Module Design and Description

The Course has four modules that are critical to strengthening the management capacity of human resource management teams drawn from the county health, public service management and public service board. They provide a basis for critical analysis of content and processes for the HR managers to apply to their context of delivery. The content includes application of HRM Professionals Act, the Labor Laws,

Work Ethics and Value Systems and Principles of HRM Practice. The content areas are organized to cover discussion of core concepts, their relevance in HRH strengthening, and their application to the context of work within the county structures.

5. Training Methodology

This course will apply didactic learning, case studies, role play as well as practical sessions on use of the various policy guidelines and tools.

MODULE 4.1: STRATEGIC HUMAN RESOURCE MANAGEMENT

Content

Day 1	Topic Coverage	Duration (HRS)
Session 1	Overview of Strategic Human Resource Management	3
Session 2	Human Resource Issues and Challenges in the health sector	3
Session 3	Group dynamics in HRH management	1

Session 4.1.1: Overview of Strategic Human Resource Management

Session objectives

By the end of the session participants will be able to:

a) Describe the role of the HR function in meeting the needs of HRH.
b) Describe the importance of HR strategy in the management of Health Workforce at national and county levels.
c) Apply various HR policies and procedures in the management of Health Workforce.
d) Discuss the components of the HR System and their relevance in Health Workforce management.

Session content

- HR function in Health Workforce Management
- Human Resource Strategies
- Human Resource Policies and Procedures
- Components of the Human Resource System

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives of the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on Human Resource functions in the management of Health Workforce
- Facilitator presents the content on HR policies, strategies and procedures
- Facilitator presents a case study on and guide their discussions, Q&A
- Participants engage in group work on Components of the Human Resource System and their relevance to Health Workforce management

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.1.2: HR Issues and Challenges in HRH

Session objectives

By the end of the session participants will be able to:

a) Identify and discuss challenges in Health Workforce management and propose resolutions
b) Describe the HR best practices that would be applicable in the management of health Workforce
c) Analyze and interpret the implications of HR decisions in addressing identified HR challenges in HRH. (e.g. implications of staff rationalization, transition from old job grades to new ones, introduction of performance contracting, re-skilling to address identified skills gaps)

Session content

- HR Issues and Challenges in Health Workforce management
- HR Best Practices and their applicability in Health Workforce management
- Implications of HR Decisions(e.g. implications of staff rationalization, transition from old job grades to new ones, introduction of performance contracting, re-skilling to address identified skills gaps)

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Group work on HR Issues and Challenges in Health Workforce management
- Participants in groups present their work on HR Issues and Challenges
- Facilitator summarizes the group work and provide the way forward

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.1.3: Group Dynamics in Human Resource Management

Session objectives

By the end of the session participants will be able to:

a) Describe the role of groups in problem solving and decision making processes.
b) Outline the group formation process and its application at workplace for achievement of organizational goals
c) Apply conflict resolutions mechanisms in resolving group conflicts.
d) Participate in planned group discussions for internalization of content to be covered.

Session content

- Role of Groups in HRH management
- Essential elements of group formation
- Conflict Resolution in group management

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on Human Resource Management Professionals Act
- Facilitator presents the content on overview of Human Resource Management Professionals Act
- Facilitator presents a case study on and guide their discussions, Q&A

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

MODULE 4.2: LABOUR LAWS AND HUMAN RESOURCE MANAGEMENT PROFESSIONALS ACT

Sessions	Topic Coverage	Duration (HRS)
Session 1	Introduction to Labour Legislation	2
Session 2	Employment Act and Other Labour Acts	3
Session 3	Human Resource Management Professionals Act	3

Session 4.2.1: Introduction to Labour Legislation

Session objectives

By the end of the session participants learners will be able to:

a) Describe sources of labour legislation in Kenya.
b) Describe the importance of the Labour Acts in promoting employer-employee relations and maintain industrial harmony in Kenya.
c) Outline the purposes of the Employment Act 2007, Labour Relations Act 2007, Labour Institutions Act 2007, Work Injuries Benefits Act 2007 and Occupational Safety and Health 2007.
d) Discuss the responsibility of HR professionals in applying the Labour Acts to address HR issues at the workplace.

Session content

- Sources of Labour Legislation
- Importance of the labour Acts
- Outline of the Employment Act 2007, Labour Relations Act 2007, Labour Institutions Act 2007, Work Injuries Benefits Act 2007 and Occupational Safety and Health 2007.
- Responsibility of HR professionals in Application of Labour Acts

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on labour legislations in Kenya
- Facilitator presents the content on Labour legislations
- Facilitator presents a case study on and guide their discussions, Q&A

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.2.2: Employment and Other Labour Acts

Session objectives

By the end of the session participants learners will be able to:

a) Describe the key provisions of the Employment Act 2007 and their application in the HRH workplace.
b) Describe the key provisions of the Labour Relations Act 2007 and their application at the HRH workplace.
c) Describe the key provisions of the Labour Institutions Act 2007.
d) Describe the key provisions of the Work Injuries Benefits Act 2007 and their application in the HRH working environment.
e) Describe the key provisions of the Occupational Safety and Health 2007 and their application in the HRH working environment.

Session content

- Key Provisions of the Employment Act 2007.
- Key Provisions of the Labour Relations Act 2007.
- Key Provisions of the Labour Institutions Act 2007.
- Key Provisions of the Work Injuries Benefits Act 2007.
- Key Provisions of the Occupational Safety and Health 2007

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop

- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on employment and Labour Act
- Facilitator presents the content on overview of employment and Labor Act
- Facilitator presents a case study on and guide their discussions, Q&A

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.2.3: Human Resource Management Professionals Act

Session objectives

By the end of the session participants learners will be able to:

a) Outline the key provisions of the Human Resource Management Professionals Act 2012.
b) Describe the compliance provisions on membership registration.
c) Describe the compliance provisions issuance of Practicing Certificates.
d) Describe the key provisions on Governance of Professional Conduct and Ethics of HR professionals.

Session content

- Key Provisions of the Human Resource Management Professionals Act 2012
- Compliance Provisions on Membership Registration
- Compliance Provisions Issuance of Practicing Certificates
- Key Provisions on Governance of Professional Conduct and Ethics of HR professionals

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on Human Resource Management Professionals Act
- Facilitator presents the content on overview of Human Resource Management Professionals Act
- Facilitator guides on group discussion and plenary presentations

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

MODULE 4.3: WORK ETHICS AND GOOD GOVERNANCE FOR HRH

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Introduction to Ethics and Governance	2
Session 2	Ethics and Governance in HRH	2
Session 3	Moral Philosophies, Values and Rational Decision Making	2
Session 4	Development and Management of an Effective Ethics Program	3

Session 4.3.1: Introduction to Ethics and Governance

Session objectives

By the end of the session participants will be able to:

a) Describe basis concepts of ethics and governance at the workplace.
b) Explain the principles of ethics and governance in health workforce management.
c) Describe ethical objectives at the workplace.

d) Discuss the role of ethical values in the Health workforce environment.
e) Describe the steps in the development of code of ethics in their health sector.

Session content

- Concepts of Ethics and Governance
- principles of Ethics and Governance
- Ethical Objectives at Workplace
- Role of Ethical Values
- Steps in the development of Code of Ethics

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on ethics and governance
- Facilitator presents the content on ethics and governance in health workforce management
- Facilitator summarizes on the content

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.3.2: Professional Ethics and Value Systems in HRH

Session objectives

By the end of the session participants or learners will be able to:

a) Describe the professional ethics and value systems in Health
b) Explain role of professional ethics and value systems in management of HRH.

c) Explain the role of professional regulatory bodies in promoting professional ethics and value systems.
d) Apply principles of ethics and governance in the HRH working environment.

Session content

- Professional Ethics and Value Systems in Health
- Role of Professional Ethics and Value Systems in Management of HRH
- Role of Professional Regulatory bodies in the promotion of Professional Ethics
- Application of Ethics and Governance

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on professional ethics and value systems in Health
- Facilitator presents the content on professional ethics and value systems in Health
- Facilitator presents a case study on Ethics and guide their discussion, Q&A
- Participants presents a role play on unethical behavior by health worker at work

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.3.3: Moral Philosophies, Values and Rational Decision Making

Session objectives

By the end of the session participants will be able to:

a) Discuss the role of moral philosophies in HRH working environment.
b) Explain the value systems in health.

c) Describe the rational decision making in HRH working environment.

Session content

- Role of Moral Philosophies
- Value Systems in Health
- Rational Decision Making in HRH working environment

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on moral philosophies in HRH working environment
- Facilitator presents the content value systems in health
- Participants conduct a role play on Rational Decision Making in health work set up

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.3.4: Development and Management of Effective Ethics Program

Session objectives

By the end of the session participants learners will be able to:

a) Describe the components of an ethics program

b) Develop an effective ethics program to meet the expectations of stakeholders in the health industry.

c) Implement and manage an effective ethics program to meet the expectations of stakeholders in the health industry.

Session content

- Components of an Ethics Program

- Development an Effective Ethics Program
- Implementation and Management of Effective Ethics Program in the management of Health workforce

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorms on the components of Ethics Program
- Facilitator presents the content on Components of Ethics Program
- Facilitator presents a case study of an ethics program their discussion, Q&A

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

MODULE 4.4: LEADERSHIP AND RESOURCES MANAGEMENT IN HRH

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Introduction to HR Leadership in HRH	1
Session 2	Staff Recruitment, Hiring, Promotions and Transfers	2
Session 3	Performance Management System	2
Session 4	Succession Planning and Management	3

Session 4.4.1: Introduction to HR Leadership in HRH

Session objectives

By the end of the session participants will be able to:

a) Describe the role of HR leadership in HRH.
b) Analyze and assess their personal leadership style.
c) Develop skill sets on specific leadership attributes.
d) Measure and monitor performance based on key indicators and standards.
e) Learn from and share best practices with other leaders.

Session content

- Role of HR Leadership
- Personal Leadership Style
- Skills Set on Leadership Attributes
- Measurement and Performance Monitoring

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on HRH Leadership
- Facilitator presents the content HR leadership in HRH
- Participants discuss HR leadership in groups and present

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.4.2: Staff Recruitment, Hiring, Transfer and Promotion

Session objectives

By the end of the session participants will be able to:

a) Describe the concepts of recruitment, selection and deployment guidelines, hiring, transfer and promotion and processes
b) Outline the main stages of recruitment, selection, and hiring for health workforce
c) Describe the procedures for transfers and promotions including when they should orshould not be done
d) State the benefits of staff promotions to the organization and the individuals.

Session content

- Concepts of Recruitment, Selection and Deployment
- Stages of Recruitment, Selection, and Hiring for Health Workforce
- Procedures for Transfers and Promotions
- Benefits of Staff Promotions

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session, then
- Guide the participants into the session activities

Step 2: Understanding the content

- Facilitator presents the core content of training program
- In groups the participants discuss challenges with recruitment, selection, deployment within the health department

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.4.3: Performance Management System

Session objectives

By the end of the module the participants will be able to:

a) Define performance management systems

b) Identify objectives for performance management in relation to the Kenya Public Service Performance Appraisal System or PAS
c) Describe the steps of the performance management cycle including setting SMART performance targets
d) Identify the five performance factors of Optimizing Performance and Quality, or O. P. Q.
e) Discuss the schedule and the official forms required for conducting performance appraisals in the PAS.

Session content

- Definition of Performance Management
- Components of Performance Management
- Performance Management Cycle
- Performance Management Factors
- Performance Appraisal and Discussions

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session, then
- Guide the participants into the session activities

Step 2: Understanding the content

- Facilitator presents the core content on performance appraisal according to the objectives
- In groups the participants discuss challenges with performance appraisal systems in HRH management

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.4.4: Succession Planning and Management

Session objectives

By the end of the session participants will be able to:

a) Describe the process of planning for succession
b) Develop a succession plan for HRH
c) Manage the implementation of the succession plan

Session content

- Process of Planning for Succession
- Development of Succession Plan for HRH
- Management of the Implementation of the Succession Plan

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on succession planning and management
- Facilitator presents the content on succession planning and management

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

MODULE 4.5: EMPLOYEE RELATIONS, GRIEVANCE HANDLING AND EMPLOYEE SEPARATION AND RESOURCES MANAGEMENT IN HRH

Sessions	Topic Coverage	Duration (8HRS)
Session 1	Employee Relations in HRH Management	2
Session 2	Introduction to Supportive Supervision in HRH management	2
Session 3	Employee Discipline and Grievance Handling	2
Session 4	Employee Separation	2

Session 4.5.1: Employee Relations in the HRH Management

Session objectives

By the end of the session participants will be able to:

a. Describe the employee relations system in Kenya and its key players.
b. Describe the importance of employee relations in Health Workforce management
c. Discuss the causes of industrial conflicts and processes of resolving them.
d. Apply the Collective Bargaining Agreement (CBA) to meet the working needs of both the employer and the employee.

Session content

- Employee Relations System
- Role of Employee Relations
- Causes of Industrial Conflicts
- Application of Collective Bargaining Agreement (CBA)

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on Employee Relations, in HRH management
- Facilitator presents the content on Employee Relations in HRH management,
- Facilitator presents a case study on the topic and guide their discussion, Q&A

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.5.2: Supportive Supervision in HRH Management

Session objectives

By the end of the module the learners should be able to:

1. Define supportive supervision and its importance in HRH management
2. Distinguish supportive supervision from typical supervision
3. Describe the steps in the process of supportive supervision
4. Identify skills, techniques, and tools needed to provide supportive supervision

Session content

1. Introduction to supportive supervision for HRH Management
2. Difference between supportive supervision from typical supervision
3. Steps in the process of supportive supervision
4. Skills, techniques, and tools needed to provide supportive supervision

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session, then
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on supervision and supportive supervision

- Facilitator presents the core content of training program
- In groups the participants role play scenarios of supportive supervision

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.5.3: Employee Discipline and Grievance Handling

Session objectives

By the end of the session participants will be able to:

a. Different types of offences at the workplace that require employee discipline
b. Describe the process of employee discipline.
c. Describe the process of handling grievances.

Session content

- Types of offences
- Process of employee discipline
- Process of handling grievances

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on Employee Discipline and Grievance Handling
- Facilitator presents the content Employee Discipline and Grievance Handling

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

Session 4.5.3: Employee Separation in HRH management

Session objectives

By the end of the session participants will be able to:
a. Describe the concept of employee separation.
b. Discuss the process of employee separation
c. Discuss the steps in development and implementation of an employee's separation plan

Session content

- Concept of employee separation
- The process of employee separation
- Development and implementation of employee separation plan

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila Idea cards

Procedure

Step 1: Introducing the session

- Introduce the topic and state the objectives on the session,
- Guide the participants into the session activities

Step 2: Understanding the content

- Participants brainstorm on the concept of **employee separation**
- Facilitator presents the content on **employee separation**

Step 3: Evaluating the module

- Revisit the session objectives with the participants and clarify areas that need to be done so.

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