



MINISTRY OF HEALTH



Advanced Curriculum

for

Strengthening County Human Resources Management for the Health Sector

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The views expressed in this document do not necessarily reflect the views of the United States of Agency for International Development or the United States Government.

Cover map: This is Human Resources for Health county cluster map.

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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 stakeholders in Human Resources for Health (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, health workforce that forms between 60 and 80 per cent of most county human resources has had numerous challenges with weak capacity to manage health workforce as most evident.

We are grateful for the HRH Capacity Bridge Project working with the Institute of Human Resources 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 HRH for better quality of health care services and improved health outcomes especially in HIV care and treatment.

This curriculum is designed to provide the HR managers in the health sector with knowledge in the HR processes including performance management, disciplinary processes, developing job description, change management, employee relations, occupation safety and health and HRH data systems for decision making leading to better health workforce management.

The document facilitates transfer of skills in development and implementation of HR policies and processes to the HR Managers in the departments of health but also the county human resources 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 among 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 the health sector.



Dr Nicholas Muraguri,
Principal Secretary
Ministry of Health

ACRONYMS

ADR	–	Alternative Dispute Resolution
CDH	–	County Department of Health
CHMT	–	County Health Management Teams
CPD	–	Continuous Professional Development
CPSB	–	County Public Service Boards
CPSD	–	County Public Service Departments
HR	–	Human resources
HRH	–	Human Resources for Health
HRM	–	Human Resources Management
iHRIS	–	Integrated Human Resources Information System
IHRM	–	Institute of Human Resources Management
IPPD	–	Integrated Payroll Processing Data
MOH	–	Ministry of Health
OSH	–	Occupational Safety and Health
PAS	–	Performance Appraisal System
USAID	–	United States Agency for International Development

INTRODUCTION

The USAID-funded Human Resources for Health (HRH) Capacity Bridge Project was awarded to IntraHealth International on 16th April 2014. The overall goal of the Project is to strengthen the human resources for health systems in Kenya at both the National and County Government. In order to determine the human resources for health management capacity gaps at the county level, a rapid human resources management assessment was undertaken that revealed gaps in health worker recruitment processes. These are boarding of staff hired, unclear procedures for discipline, termination and grievance handling, poor understanding of employee relations guidelines, and unclear staff transfer procedures. Others include: roles conflict as a result of unclear, organizational structures and Job descriptions, weak performance management systems including supervision and unclear staff development processes.

The gaps identified in this assessment pointed to the need to design a training program to strengthen the HRH management capacity at county level. The results of the assessment also informed the identification of the topics outlined in the curriculum.

Thus, to implement the training program successfully, the project will work with the Institute of Human Resources Management (IHRM) to develop and implement a curriculum for building the capacity of the Human Resources (HR) for health managers in the County Department of Health, County Public Service Boards and Departments.

Purpose

The purpose of the training program is to strengthen the competencies of the county Human Resources (HR) managers and officers to effectively support health sector workforce management for improved health outcomes including HIV care and treatment.

Outcomes

The expected training outcomes will be:

1. Improved competency in the utilization of Human Resources Management (HRM) policies, guidelines and procedures in the management of the health workforce
2. Enhanced use of job descriptions in defining health worker roles to manage role conflict among health workforce
3. Improved implementation of performance appraisal processes for all health workers
4. Improved competency in the management of employee relations for reduced health worker unrest
5. Enhanced application of employee disciplinary guidelines in the management of health workers' disciplinary cases
6. Improved utilization of HR data systems for evidence based decision making on HRH matters
7. Improved implementation of Occupational Safety and Health Act 2007 to ensure safe environment for health workers

Mode of Delivery

The course content will be packaged into modules and delivery of the content will adopt adult learning approaches including use of didactic method blended with group discussions, use of case studies, role plays, and real life experiences.

Course Regulations

This course is meant for HRH professionals serving in the counties from the County Departments of Health (CDH), County Public Service Boards (CPSB) and County Public Service Departments (CPSD). This is intended to create a uniform understanding of the uniqueness of the health sector among the different players in the management of the health workforce. Pre and post tests will be administered to measure the level of change in knowledge.

The professionals who will have completed this course will be awarded certificates of participation and those already registered with IHRM will receive Continuous Professional Development (CPD) points.

Target Audience

The training will target HR professionals; however, officers who are charged with HR management responsibility drawn from three departments in the counties will be included. The departments include the County Department of Health which is the department that the project is supporting in strengthening HRH management. The other departments are the County Public Service Department/ the County Human Resources Department and the County Public Service Boards. These departments have the overall responsibility to ensure human resources issues in the county are handled with utmost professionalism. Therefore, it is important to include the HR officers from the two departments to be part of the training to guarantee common understanding on health sector issues. The following is an outline of how the departments are represented:

a) County Health Department

- County HR officer for health
- County Health Administrative Officer
- Sub-county Health Administrators/HR officers
- County Referral Hospital Administrator/ HR officer

b) County Public Service Department/ County HR Department

- HR officers

c) County Public Service Board

- HR officers

Course Outline and Duration

The course modules and outlines will be delivered within a duration of five days. The table below shows the duration each module will take:

	COURSE MODULES	DURATION IN HOURS
1	Overview of HR Function and Leadership	4
2	Job Descriptions	4
3	Performance Management	4
4	Change Management	4
5	Civil Servants Code of Regulations	4
6	Employee/ Labour Relations	4
7	Employee Discipline and Grievance Handling	4
8	Occupational Health and Safety	4
9	HRIS and HR Planning	4

COURSE MODULE DESCRIPTION

MODULE 1: OVERVIEW OF HR FUNCTION AND LEADERSHIP

Content

Day 1	Topic Coverage	Duration (HRS)
Session 1	Overview of HR function	2
Session 2	Human resources issues and challenges in the health sector	1
Session 3	Human resources leadership	2

Teaching Methodology

The module content will be delivered through brainstorming, group discussions, case studies, role plays, real life experience and appropriately varied lectures in each of the sessions described below:

Session 1.1: Overview of HR Function

- **Session Outcomes**

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

- a) Execute the role of the HR function in meeting the needs of health workforce
- b) Implement the HR processes in the management of health workforce at county levels
- c) Apply HR policies and procedures in the management of health workforce

- **Session Content**

- a) Human resources function in health workforce management
- b) Human resources processes including training and development
- c) Human resources policies and procedures
Components of the human resources management

- **Materials and Equipment**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Suggested Reference

1. *Public Service Commission 2013: County Human Resources Manual*

Session 1.2: Human Resources Issues and Challenges in the Health Sector

- **Session Objectives**

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

- a) Identify challenges in health workforce management and propose resolutions
- b) Apply HR best practices in the management of health workforce
- c) Analyze the implications of HR decisions in addressing identified HRH challenges (e.g. implications of staff rationalization, transition from old job grades to new ones, introduction of performance contracting, and re-skilling to address identified skills gaps among others)

- **Session Content**

- a) HR issues and challenges in health workforce management
- b) HR best practices and their applicability in health workforce management
- c) Implications of HR decisions (e.g. implications of staff rationalization, transition from old job grades to new ones, introduction of performance contracting, and re-skilling to address identified skills gaps among others)

- **Materials and Equipment**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Suggested Reference

1. *Public Service Commission 2013: County Human Resources Manual*

Session 1.3: Human Resources Leadership

- **Session Objectives**

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

- a) Apply evidence based decision making in HR management
- b) Employ problem solving process and techniques in HR management
- c) Analyze the effect of organizational behavior, politics and power in HRH leadership
- d) Apply emotional intelligence for effective communication in HR leadership

- **Session Content**

- a) Decision making process in HR management
- b) Problem solving process and techniques in HR management
- c) Organizational behavior (politics within HRH management)
- d) Application of emotional intelligence and effective communication in HR management

- **Materials and Equipment**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Suggested Reference

1. *Public Service Commission 2013: County Human Resources Manual*

MODULE 2: JOB DESCRIPTIONS

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Importance and rationale of job descriptions	1
Session 2	Principles of job designs & designing jobs for results	1
Session 3	The role of job descriptions in fostering working relationships, work ethics and workplace culture	1
Session 4	The role of job descriptions in performance management including aligning work performance to the vision, mission and goals of employer	1

Teaching Methodology

The module content will be delivered through brainstorming, group discussions, case studies, role plays, real life experience and appropriately varied lectures in each of the sessions described below:

Session 2.1: Importance and Rationale of Job Descriptions

- **Session Objectives**

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

- a) Develop job descriptions for the county health department
- b) Use job descriptions to manage role conflict in the county health department

- **Session Content**

- a) Content of importance and rationale for job descriptions
- b) The importance of using job descriptions

- **Materials and Equipment**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards
- d) Copies of code of regulations

Session 2.2: Principles of Job Designs & Designing Jobs for Results

- **Session Objectives**

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

- a) Use the principles of job designs to demonstrate to County Health Management Teams (CHMT) the importance of designing health worker job in HRH management
- b) Work with the CHMTs to undertake the process of designing health worker jobs

- **Session Content**

- a) Principles of job designs in the health sector
- b) Importance of designing jobs for results in the health sector
- c) The process of designing jobs for health workers

- **Materials and Equipment**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 2.3: The Role of Job Descriptions in Fostering Working Relationships, Work Ethics and Workplace Culture

- **Session Objectives**

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

- a) Utilize job descriptions in fostering working relationships
- b) Use job descriptions to implement work ethics and workplace culture

- **Session Content**

- a) The role of job descriptions in fostering working relationships
- b) The role of job descriptions in work ethics and workplace culture

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 2.4: The Role of Job Descriptions in Performance Management Including Aligning Work Performance to the Vision, Mission and Goals of Employer

- **Session Objectives**

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

- a) Use job descriptions to inform performance management
- b) Utilize job descriptions in aligning work performance to the vision, mission and goals of the health sector

- **Session Content**

- a) The role of job descriptions in performance management
- b) The role of job descriptions in aligning work performance to the vision, mission and goals of the health sector

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards
- d) Copies of code of regulations

Suggested Reference

1. *County Government of Homa Bay, County Health Department, Job Descriptions 2016*

MODULE 3: PERFORMANCE MANAGEMENT

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Introduction to performance management	1
Session 2	Principles and benefits of an effective performance appraisals system	1
Session 3	Planning for performance	1
Session 4	Monitoring, reviewing and rewarding Performance	1

Teaching Methodology

The module content will be delivered through brainstorming, group discussions, case studies, role plays, real life experience and appropriately varied lectures in each of the sessions described below:

Session 3.1: Introduction to Performance Management

- **Session Objectives**

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

- a) Disseminate the performance management guidelines and tools to all levels of health workforce
- b) Create awareness on the importance of performance appraisal to all levels of health workforce

- **Session Content**

- a) Content of importance and rationale for performance management
- b) The importance of performance management

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards
- c) Performance management tools

Session 3.2: Principles and Benefits of an Effective Performance Appraisal System

- **Session Objectives**

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

- a) Apply the principles of performance management
- b) Establish an effective performance management system as an approach to managing and developing the health workforce for better results
- c) Demonstrate the use of the performance management systems

- **Session Content**

- a) Principles of performance management in the health sector
- b) Importance and benefits of an effective performance appraisal system in the health sector
- c) Role of human resources officer in the implementation of performance appraisal system in the health sector

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 3.3: The Role of Planning Performance in order to achieve the Overall Objective of an Organization and the Performance Targets

- **Session Objectives**

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

- a) Develop a performance management plan for the county health departments and communicate to all levels of health workforce
- b) Apply the steps in performance management process to conduct performance appraisal for health workforce
- c) Apply the SMART principles to ensure that the results of the appraisal process are responsive to the program goals

- **Session Content**

- a) Performance management cycle
- b) Performance factors of optimizing performance and quality
- c) Objectives of the Kenya Ministry of Health performance appraisal system

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Suggested References

1. *MOH Strategic Plans, Departmental Work Plans, Departmental Performance Contracts, and Departmental Service Charters*

Session 3.4: Monitoring and Rewarding Performance for Quality Service Delivery

- **Session Objectives**

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

- a) Set the appropriate targets for measuring performance
- b) Monitor performance appropriately
- c) Agree on performance rating for employees performance to guide appropriate action

- **Session Content**

- a) Importance of work planning and SMART target setting
- b) Values and competencies assessment in performance management
- c) Development of an action plan

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Suggested Reference

1. *Public Service Commission 2013: County Human Resources Manual*

MODULE 4: CHANGE MANAGEMENT

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Introduction to change management	1
Session 2	Change management process	1.5
Session 3	Managing change	1.5

Teaching Methodology

The module content will be delivered through brainstorming, group discussions, case studies, role plays, real life experience and appropriately varied lectures in each of the sessions described below:

Session 4.1: Introduction to Change Management

- **Session Objectives**

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

- a) Apply change management principles in responding to health workers concerning devolution challenges
- b) Lead change management for health workforce in the county

- **Session Content**

- a) Why change management
- b) Circumstances leading to change
- c) Resistance to change management
- d) Key success factors

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 4.2: Change Management Process

- **Session Objectives**

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

- a) Design change management strategies in consultation with the management team
- b) Implement the change management process

- **Session Content**

- a) Creating a change management strategy
- b) Preparing the change management team
- c) Aligning change management with business results

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 4.3: Managing Change

- **Session Objectives**

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

- a) Lead the team to embrace change and overcome resistance to change
- b) Adapt a communication style to gain buy-in and support from others toward change initiatives

- **Session Content**

- a) Organization change readiness assessment
- b) Unique challenges and risks in managing stress associated with change
- c) Preparing and communicating with team for change
- c) Reinforcing change effectively

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

- **Step 3: Evaluating the Module**

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

MODULE 5: CODE OF REGULATIONS

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Introduction to code of regulations	1
Session 2	Benefits of code of regulations	1
Session 3	Principles and components of code of regulations	1

Teaching Methodology

The module content will be delivered through brainstorming, group discussions, case studies, role plays, real life experience and appropriately varied lectures in each of the sessions described below:

Session 5.1: Introduction to Code of Regulations

- **Session Objectives**

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

- a) Understand the content of code of regulations
- b) Describe the importance of applying code of regulations in the workplace

- **Session Content**

- a) Content of code of regulations
- b) Importance of code of regulations

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Suggested Reference

1. *Public Service Commission, Code of regulation 2006*

Session 5.2: Describe the Benefits of Applying the Code of Regulations in the Workplace

- **Session Objectives**

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

- a) Apply the code of regulations in the workplace
- b) Link the code of regulation to HRH management principles

- **Session Content**

- a) Benefits of code of regulations in systems in health
- b) Role of code of regulations in management of HRH

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 5.3: Principles and Components of Code of Regulations

- **Session Objectives**

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

- a) Apply the principles of code of regulation in HRH working environment
- b) Use the components of the code of regulations to develop an action plan to guide implementation of the code of regulations
- c) Implement and monitor the action plan on code of regulation

- **Session Content**

- a) Principles of code of regulation
- b) Components and scope of the code of regulation
- c) Implementation and monitoring of the code of regulation

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Suggested Reference

1. *Public Service Commission, Code of regulation 2006*

MODULE 6: EMPLOYEE/LABOUR RELATIONS

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Principles and values of employee relations in the health sector	1
Session 2	Effective management of employee relations in the health sector	1
Session 3	Strategic employment relationships and linkages in the health sector and their role	1
Session 4	Alternative dispute resolution methods for the health sector	1

Teaching Methodology

The module content will be delivered through brainstorming, group discussions, case studies, role plays, real life experience and appropriately varied lectures in each of the sessions described below:

Session 6.1: Principles and Values of Employee Relations in the Health Sector

- **Session Objectives**

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

- a) Understand the principles and values of employee relations
- b) Apply the principles and values of employee relations in the health sector

- **Session Content**

- a) Principles and values of employee relations in the health sector

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards
- d) Copies of code of regulations

Session 6.2: Effective Management of Employee Relations in the Health Sector

- **Session Objectives**

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

- a) Disseminate employee relations policy documents to health workers
- b) Practice effective management of employee relations in the health sector

- **Session Content**

- a) Effective management of employee relations in the health sector
- b) Steps in the management of employee relations in the health sector

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 6.3: Employment Relationships and Linkages in the Health Sector and their Role

- **Session Objectives**

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

- a) Initiate working relationships and linkages with the institutions that are critical to employee management
- b) Organize for periodic forums for health worker managers to meet with the relevant and key institutions that oversee the implementation of employee relations to ensure employee satisfaction

- **Session Content**

- a) Key institutional relationships and linkages critical to employee management in the health sector
- b) Management of key institutional relationships and linkages to ensure employee satisfaction

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 6.4: Alternative Dispute Resolution (ADR) Methods for the Health Sector

- **Session Objectives**

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

- a) Provide information on ADR to the health workforce managers
- b) Apply ADR methods in the management of health workers' disputes

- **Session Content**

- a) ADR methods for the health sector
- b) Application of ADR methods in the management of health workers

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Suggested References

1. *Draft Employee Relations Guidelines for Health Sector*
2. *Employment Act 2007*

MODULE 7:

EMPLOYEE DISCIPLINE & GRIEVANCE HANDLING

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Employment Act 2007 on statement of disciplinary rules	2
Session 2	Public servants' code of conduct, principles guiding disciplinary control and disciplinary process	2
Session 3	Forms of corrective actions for public service & health sector	2

Teaching Methodology

The module content will be delivered through brainstorming, group discussions, case studies, role plays, real life experience and appropriately varied lectures in each of the sessions described below:

Session 7.1: Employment Act 2007 on Statement of Disciplinary Rules

Session Objectives

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

- Disseminate the statement of disciplinary rules as stipulated under the Employment Act 2007
- Distribute the statement of disciplinary rules as stipulated under the Employment Act 2007

Session Content

- Employment Act as relates to statement on disciplinary rules
- Statement of disciplinary rules as it influences employees' discipline
- Case studies in the health sector that demonstrate breach of statement of disciplinary rules

Materials

- News prints, felt pens, masking tapes, white board and white board marker
- LCD projector and laptop
- Manila idea cards
- Copies of Code of Regulations
- Copies of Employment Act 2007

Session 7.2: Public Servants' Code of Conduct, Principles Guiding Disciplinary Control and Disciplinary Process

- **Session Objectives**

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

- a) Disseminate to health workers the public servants code of conduct
- b) Apply the code of conduct in the management of health workers based on employee rights
- c) Apply the code of conduct in the management of the disciplinary cases
- d) Apply the code of conduct in the management of patients' according to their rights

- **Session Content**

- a) Code of conduct for public service
- b) Principles guiding disciplinary control
- c) Code of conduct as relates to patients' rights and employees' rights
- d) Common cases of breach of public servants code of conduct
- e) Disciplinary process

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards
- d) Copies of Code of Conduct/Regulations
- e) Copies of Employment Act 2007
- f) Bill of rights as relates to health under the Constitution of Kenya 2010
Patients' Rights Charter

Session 7.3: Forms of Corrective Actions in the Public Service & Health Sector

- **Session Objectives**

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

- a) Disseminate to the health workers the forms of corrective actions that can be used in disciplinary cases including interdiction, suspension, termination, dismissal, or withdrawal of practicing license
- b) Apply the alternative methods in dealing with conviction of criminal offence, civil proceedings and consent to constitute civil proceedings

- **Session Content**

- a) Forms of corrective actions in public service and the health sector
- b) Corrective actions meted in public service (interdiction, suspension, termination, dismissal, or withdrawal of practicing license)
- c) Conviction of criminal offence, civil proceedings and consent to constitute civil proceedings
- d) Defense of officers in civil suits

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards
- d) Copies of Code of Conduct/Regulations
- e) Copies of Employment Act 2007
- f) Bill of Rights as relates to health under the Constitution of Kenya 2010
Patients' Rights Charter

Suggested references

1. *Draft Employee Relations Guidelines for Health Sector*
2. *Employment Act 2007*

MODULE 8:

OCCUPATIONAL SAFETY AND HEALTH (OSH)

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Introduction, rationale and objective of OSH training in the health sector	1
Session 2	Overview of the OSH Act 2007	1
Session 3	Classification of OSH hazards and mitigation in the health sector	1
Session 4	Implementation of OSH guidelines in the management in the health sector at all levels	1

Teaching Methodology

The module content will be delivered through brainstorming, group discussions, case studies, role plays, real life experience and appropriately varied lectures in each of the sessions described below:

Session 8.1: Introduction, Rationale and Objectives of OSH Training in the Health Sector

- **Session Objectives**

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

- a) Disseminate the OSH Act 2007 to the health workforce managers

- **Session Content**

- a) Content of importance and rationale and OSH status in the health sector
- b) Importance of implementing OSH in the health sector

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards
- d) Copies of OSH Guidelines and risk assessment report

Session 8.2: Overview of OSH Act 2007

- **Session Objectives**

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

- a) Apply the OSH Act 2007 in the management of health workforce

- **Session Content**

- a) The 13 Sections of the OSHA 2007

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 8.3: Classification of OSH Hazards and Mitigation in the Health Sector

- **Session Objectives**

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

- a) Equip the health facilities with apparatus to manage OSH hazards

- **Session Content**

- a) The 6 OSH hazards affecting health workers in health facilities

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards

Session 8.4: OSH Management in the Health Sector for all Health Care Facilities at all Levels

- **Session Objectives**

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

- a) Disseminate the health sector OSH guidelines
- b) Develop an implementation plan for OSH guideline in the county health departments

- **Session Content**

- a) OSH organizational structure in the health sector and roles of and responsibilities of OSH committees at all levels of the health sector
- b) Minimum OSH package for health care facilities at all levels/tiers
- c) Facility design
- d) Risk assessment, evaluation and management
- e) Medical surveillance
- f) OSH reporting and documentation
- g) Safety equipment management and OSH-supplies
- h) OSH training and capacity building
- i) Compliance to OSH guidelines

- **Materials**

- a) News prints, felt pens, masking tapes, white board and white board marker
- b) LCD projector and laptop
- c) Manila idea cards
- d) Copies of OSH policy guidelines for the health sector

Suggested Reference

1. *Occupational Safety and Health Act 2007*

MODULE 9:

HUMAN RESOURCES INFORMATION SYSTEM (HRIS) FOR HR MANAGEMENT

Content

Sessions	Topic Coverage	Duration (HRS)
Session 1	Introduction to iHRIS	1
Session 2	Managing iHRIS database (base information) and employee records	1
Session 3	iHRIS database searches and data update	1
Session 4	iHRIS reporting and use of HRH data for HR management	1

Teaching Methodology

The module content will be delivered through brainstorming, group discussions, case studies, role plays, real life experience and appropriately varied lectures in each of the sessions described below:

Session 9.1: Introduction to iHRIS

- **Session Objectives**

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

- a) Access iHRIS on the web
- b) Log on, change password and logout successfully
- c) Locate the iHRIS module features when logged on

- **Session Content**

- a) About iHRIS (history, versions)
- b) iHRIS application environment (server-client-browser)
- c) Justification of iHRIS in HRH management
- d) County iHRIS database

- **Materials**

- a) Internet access
- b) Laptop for learner
- c) LCD projector
- d) White board and white board marker pens
- e) Notepads
- f) County health staff returns list
- g) County integrated payroll processing database (IPPD) staff list

Session 9.2: Managing HR Data and Employee Records

• Session Objectives

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

- a) Locate iHRIS lists: jobs, positions, facilities
- b) Add new position (by facility)
- c) Discontinue position
- d) Add new health employee
- e) Complete other employee details
- f) Setting employee position (assigning vacant positions)
- g) Record employee transfer/promotion/departure

• Session Content

Overview of iHRIS base information

- Rationale for iHRIS customizable base information
- Exploring iHRIS database sections
- Rights for administering base information

Working with common iHRIS lists

- Standard lists – cadres, geographic locations, ID types, jobs, etc.
- Positions
- Facilities

Creating job structures

- Add Position
- Close Position

Adding new employee

- Add Person

Completing employee details

- Add individual identification
- Add contact information
- Complete demographic and other employee-related information

Assigning position

- Set/assign employee position (predefined)

Editing/Updating staff HRH details

- Edit/update individual identification
- Edit/Update contact information
- Edit/Update demographic and other employee – related information

Recording departure

- Record Transfer/Promotion
- Record Retirement and other attrition

• Materials

- a) Internet access
- b) Laptop for learner
- c) LCD projector
- d) White board and white board marker pens
- e) Notepads
- f) Dummy county health staff returns list

Session 9.3: iHRIS Database Searches and Data Update

- **Session Objectives**

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

- a) Conduct search for staff
- b) Conduct search by position
- c) Modify incorrect records
- d) Complete actual staff profiles in iHRIS
- e) Generate various reports on county HRH

- **Session Content**

- a) Search employee records that have previously been entered
- b) Search positions for employees already in the system
- c) Update employee data to add/modify previously entered data

- **Materials**

- a) Internet access
- b) Laptop for learner
- c) LCD projector
- d) White board and white board marker pens
- e) Notepads

Session 9.4: HR Data for Reporting and Decision Making

- **Session Objectives**

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

- a) Identify commonly used HRH reports
- b) Locate and run iHRIS staff reports, facility reports
- c) Interpret reporting scenario and build appropriate filters
- d) Apply filters for report
- e) Chart report based on iHRIS dashboards
- f) Export reports to Excel and,
 - Develop summary reports
 - Develop pivot tables
 - Develop iHRIS charts
- g) Generate current staff report, retirement report, job cadre breakdown report, retirement planning report, and facility report among others.
- h) Download scanned eRecords for reference in routine HR duties
- i) Make inferences and conclusions based on the data

- **Session Content**

Overview of iHRIS reports

- a) Why HRH reports are important
- b) Accessing iHRIS reports
- c) Types of reports – predefined, custom reports
- d) Application of iHRIS reports for HRM decision making

Working with commonly used iHRIS reports

- Facility reports
- Staff reports
- Position reports

Interpreting/Analyzing/Filtering reports for HRM management

- Charting reports
- Filtering & exporting reports/printing reports

Using iHRIS reports in MS Excel

- Excel analysis and filter for aggregated/sub-reports
- Using Excel pivot tables to summarize iHRIS reports
- Using Excel for custom iHRIS charts

Using iHRIS Data to inform decision making

- Using HRH information as evidence for making management decisions
- Sharing of HRH information with health managers for decision making
- Referring to iHRIS to address ad hoc and regular data and information requests

• Materials

- a) Internet access
- b) Laptop for learner
- c) LCD projector
- d) White board and white board marker pens
- e) Notepads

Suggested Reference

1. *iHRIS Training Manual*

Other Relevant Reading Materials

1. *Kenya Gazette Supplement for No 71 Acts, No 4*
2. *Public Service Commission, Guidelines for Mediation, Conciliation and Negotiation 2014*
3. *Public Service Commission, Delegation of Public Service Function to the Cabinet Secretary, 2015*
4. *Public Officer Ethics Act 2009*
5. *Devolved Human Resources Policy Guidelines 2015*

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