

Workforce assessment and development – why workforce planning is important

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Founded as OIE

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de la santé
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de Sanidad
Animal
Fundada como OIE



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What is workforce development and why is it important?





What is the workforce?

1. Work – Jobs and tasks to be done.
2. Force – People (their numbers, knowledge and skills)
3. Workforce – Sufficient numbers of personnel with the appropriate skills needed to perform all the jobs and tasks required within the defined context
4. How do we define the veterinary workforce?



- Public and private sector functions



Key functions of the Public Sector Veterinary Workforce

- WOAHA is primarily concerned with so-called ‘Public Good Functions’, defined as goods or services that primarily benefit the public at large, e.g.,
 - Animal health policy
 - Animal disease surveillance
 - Animal disease control
 - Animal disease eradication
 - Certification of animal health for trade
 - Veterinary public health
 - Zoonotic disease control
 - Food safety/meat inspection



Key Functions of the Private Sector Veterinary Workforce

- WOAAH is less focused on so-called “Private Good Functions” defined as goods or services that mainly benefit the individual receiving them, e.g.,
- Clinical animal health services directly to farmers and herders
 - Diagnosis, treatment and prevention of disease
 - Herd health management
 - Surgery
- Production services
 - Pregnancy diagnosis
 - Artificial insemination
 - Nutritional services
 - Extension



Who Delivers Public and Private Good Services?

- The objective of workforce planning should be on achieving an “optimal division of responsibilities”
- There is often a continuum from public to private sector responsibilities;
- Must recognize differences between lead responsibility, funding responsibility and implementation responsibility.
 - Publicly managed, funded and provided by the public (government veterinary authority)
 - Publicly managed and funded but privately provided (gov’t contracts to private sector veterinarians and VPPs)
 - Privately managed, funded and privately provided (private clinical veterinary practices)

Public and Private Good Functions

Disease control activities for African swine fever (ASF).

A public good function most likely conducted by government personnel but which could involve a public private partnership



Small ruminant slaughter inspection at an abattoir in Zimbabwe

A public good function, but could be contracted to the private sector



A Community Animal Health Worker (CAHW) vaccinating goats in Kenya.

Public or private good function?



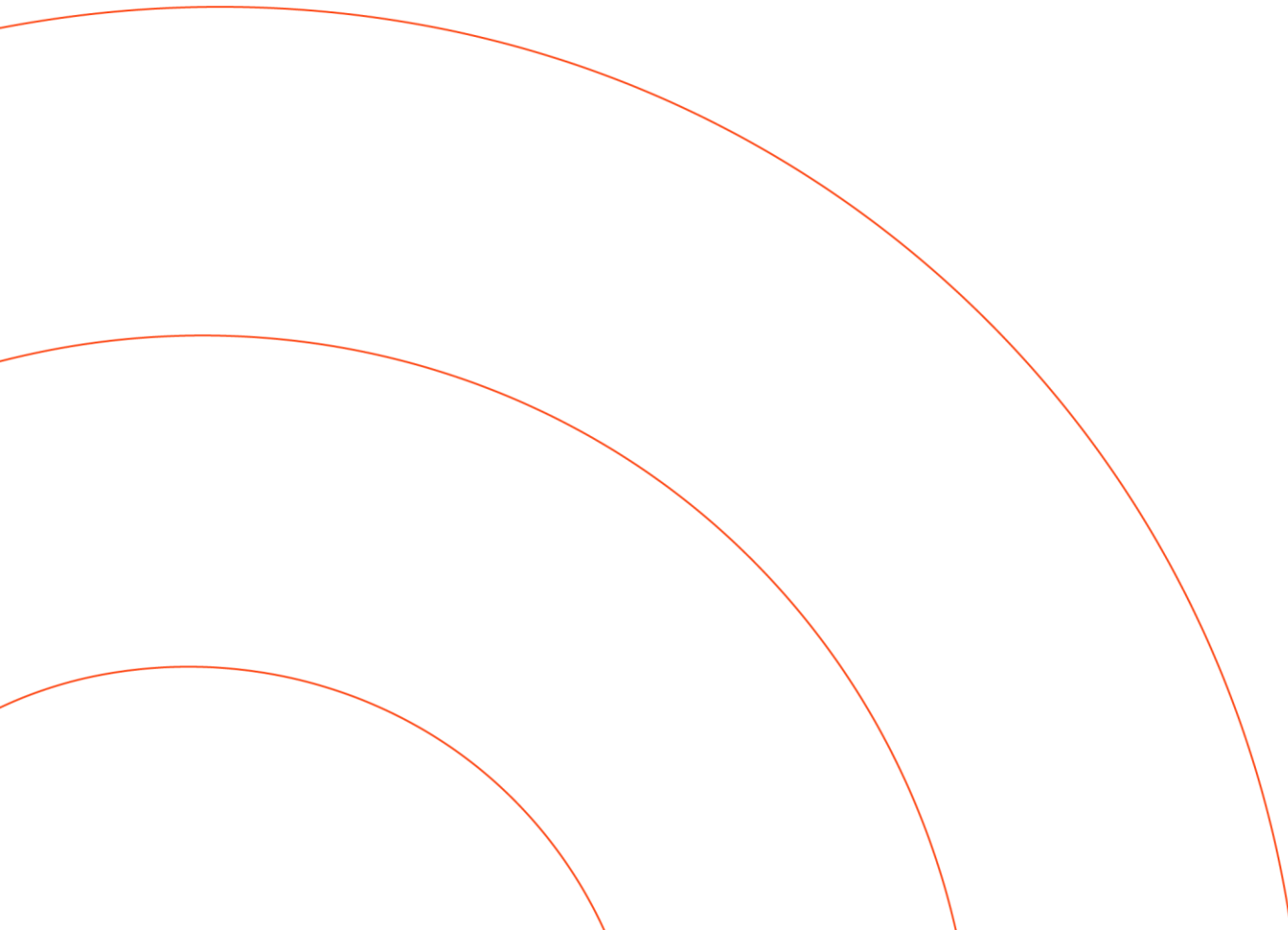


Delegation and Public Private Partnerships

- Chapter 3.2 of the TAHC provides standards on the Quality of Veterinary Services. Article 3.2.6 on Stakeholders states that:
- “Competent Authorities should, where applicable, have the **authority and capability to develop or engage in public private partnerships to deliver animal health, animal welfare or veterinary public health outcomes. That is:**
- **to accredit, authorise or delegate to the private sector;**
- to develop or participate in collaborative joint programmes with producers or other stakeholders.
- WOAHA has produced guidelines for both public and private sectors to help advocate for, develop and implement **public private partnerships in the veterinary domain.**”



What is the WOAH's interest in veterinary workforce development?





The OIE and National Veterinary Services

- In the WOAHA Terrestrial Animal Health Code (TAHC), Veterinary Services is defined as:
 - the governmental and non-governmental organisations that implement animal health and welfare measures and other standards and recommendations in the Terrestrial Code and the WOAHA Aquatic Animal Health Code in the territory.
 - The Veterinary Services are under the overall control and direction of the Veterinary Authority. **Private sector organisations, veterinarians, veterinary paraprofessionals or aquatic animal health professionals are normally accredited or approved by the Veterinary Authority to deliver the delegated functions.**

Evaluation of Veterinary Services (VS)



- The importance of regular evaluation of VS is the focus of Chapter 3.2 of the TAHC and such evaluations are implemented through the PVS Pathway
- Adequate human resource (HR) capacity, i.e., the veterinary workforce is cited as an essential element of the evaluation of VS (3.2.2.1)
- HR component should include civil service (public sector) employees (veterinarians and VPPs) as well as part-time private sector veterinarians and VPPs (3.2.5.1) (Right people, right time)
- Categories should be identified and matched to skills and the tasks performed (3.2.5.2) (Right skills)
- Staff need appropriate level of fixed, mobile and budgetary resources to do their jobs (3.2.5.4) (Right place, right cost)



Definition of Veterinary Paraprofessional

As defined in the OIE Terrestrial Animal Health Code, Veterinary Paraprofessional means:

- A person who, for the purposes of the Terrestrial Code, is authorised by the veterinary statutory body to carry out certain designated tasks (dependent upon the category of veterinary paraprofessional) in a territory and delegated to them under the responsibility and direction of a veterinarian. The tasks for each category of veterinary paraprofessional should be defined by the veterinary statutory body depending on qualifications and training, and in accordance with need.

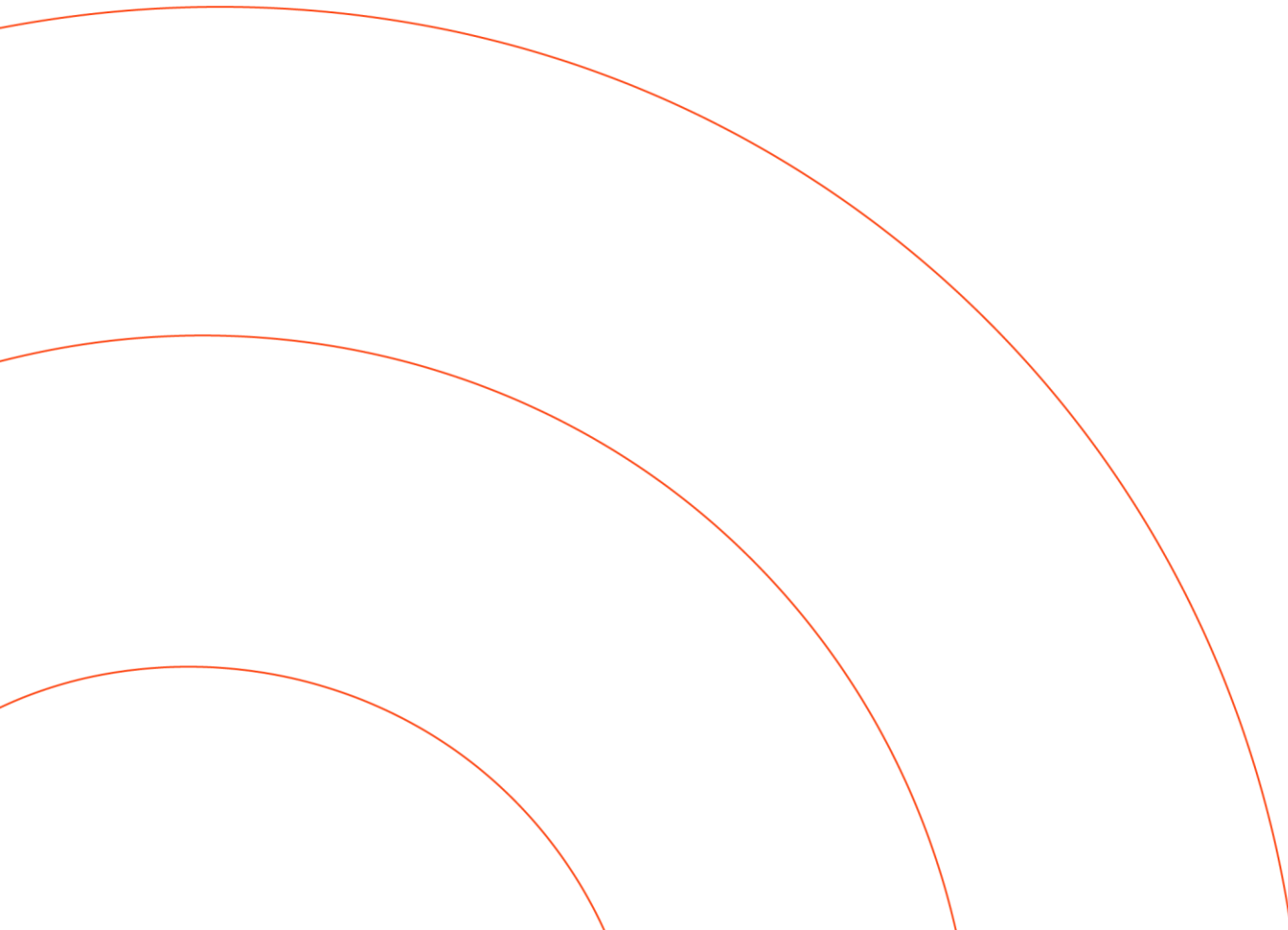


WOAH Perspective on the Veterinary Workforce

1. Sufficient numbers of adequately trained personnel are essential for the proper functioning of a national Veterinary Service
2. Veterinary workforce planning is the process to help ensure that the nation has the right number and mix of veterinary service providers in the right places to reliably provide required veterinary services at acceptable costs.
3. A broad range of service providers can participate (e.g., veterinarians, VPPs, and even CAHWs), but **all must operate within the framework of the law** and be properly trained, regulated and supervised.



Why are VPPs a focus of consideration in veterinary workforce development?





Human Resource Needs vs Human Resource Demands

1. Workforce assessment studies sometimes confuse 'need' and 'demand'.
2. In the USA, for example, a clear and persistent need for more food animal veterinarians has been identified in underserved rural areas .
3. However, there is insufficient demand to make veterinary practices in these areas financially viable, so veterinarians do not go into private practice in those areas despite the need.
4. Possible solutions?
 - Government incentives to lure practitioners (e.g., student loan forgiveness)
 - Income supplement through public service contracts (delegation)
 - **Establish policies that allow VPPs to provide basic services in underserved areas**



Plan solutions

- 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 gravitating to metropolitan and higher income areas.
- Recruiting trainees directly from underserved areas can improve the sustainability of service provision in those areas.



**The Seven 'As' of
Veterinary Service (in
the context of need
and demand)**

Availability of service

Access of service

Ability of provider

Aceptability of the service

Affordability of the service

Adequacy of service

Accountability of provider

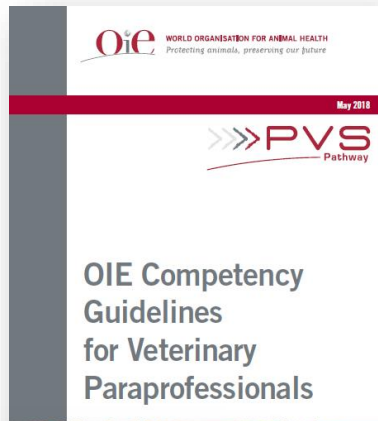


Community Animal Health Worker in Baripada, Mayurbhanj district, India,
in GALVmed's Newcastle disease control project, BMPCS



How and where can VPPs be utilised in the veterinary workforce?

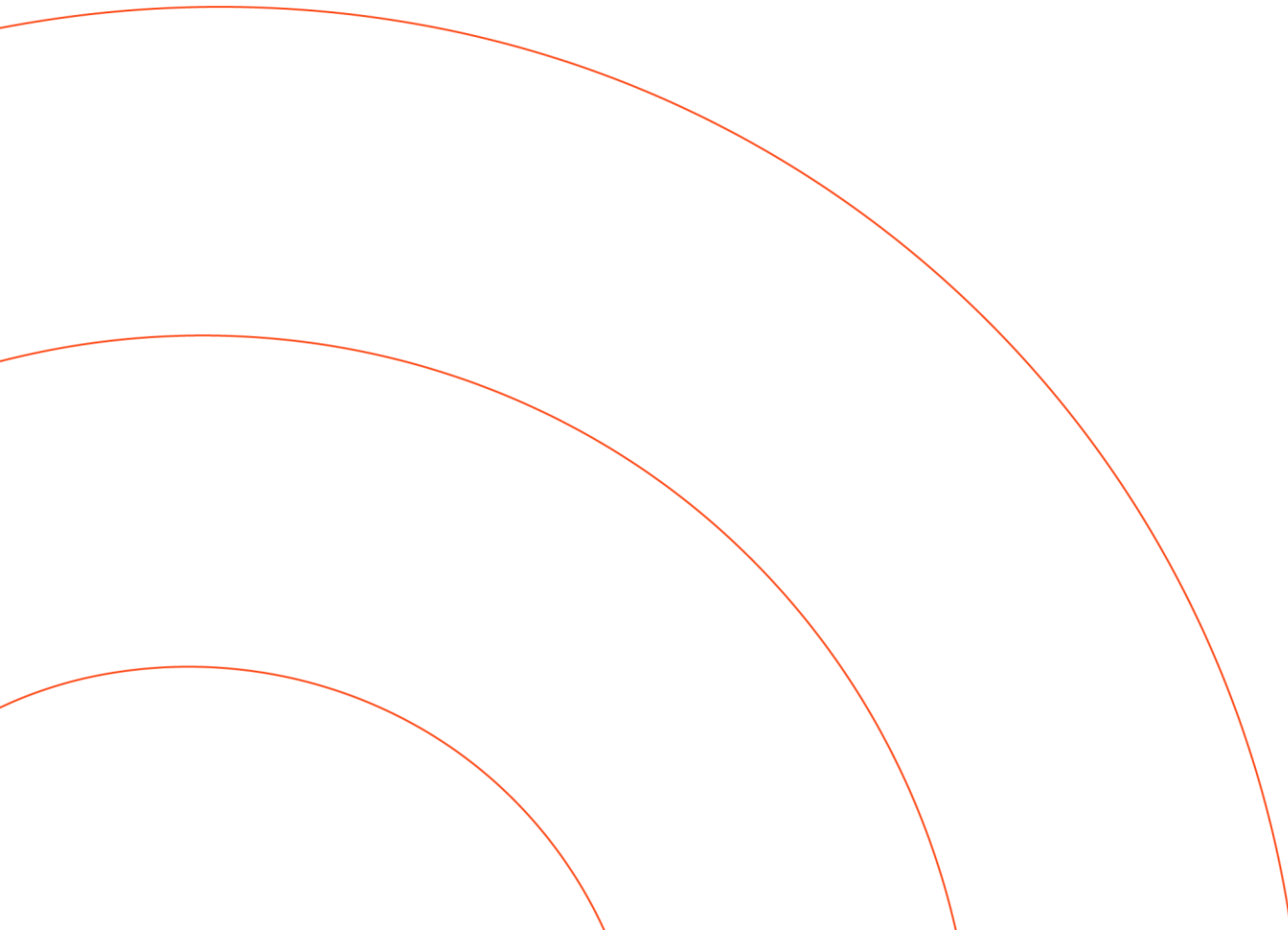
How and where VPPs can be utilised in the veterinary workforce



1. Sphere of work activity
 - Animal health – disease control, clinical service delivery
 - Veterinary public health – food safety, zoonotic disease control
 - Laboratory diagnosis – performing diagnostic tests
2. Skills based training is important in this regard
3. Public sector or Private Sector or combined
 - Government service
 - Private practice
 - Private practice with contracts for government work



What are the challenges to effective integration of VPPs into the veterinary workforce?





Challenges to integration of VPPs into the veterinary workforce

1. A comprehensive regulatory framework for VPPs is often lacking
 - Education of VPPs varies greatly in duration, content and quality
 - Recognized categories of VPPs are not well defined with VPPs of different levels of training having the same job title in different countries, e.g., animal health assistant
 - The prerogatives of different categories of VPPs are not defined
 - Supervisory relationships are not always clarified or observed
 - VPPs may perform activities for which they are not trained or approved
2. VPPs may be viewed by veterinarians as competitors, not collaborators
3. Resistance builds to formal acceptance of VPPs



What constitutes an enabling environment for effective integration of VPPs into the veterinary workforce?





Creating the enabling environment for effective integration of VPPs

- Effective integration of VPPs into workforce planning requires a supportive framework.
- Is there a **legal basis** for VPPs to work in the desired contexts, e.g., private practice?
- Are suitable categories of **VPPs defined and regulated** by a Veterinary Statutory Body?
- Are there **sufficient training** institutions delivering training of quality to produce VPPs with the needed skill sets?
- Are there opportunities for veterinarians to embrace VPPs as team members in veterinary service delivery?



Steps in workforce planning

1. Define the Existing Workforce
2. Identify Gaps
3. Calculate Personnel Needs
4. Determine skills and levels of competency required
5. Plan solutions
6. Create the enabling environment for VPPs



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 7 of 21 Asian countries surveyed for an OIE workshop in 2018 carried out systematic or recurrent workforce planning
 - More widely used in human health and other sectors

- Available tools limited
 - Some powerful tools are being applied to the veterinary sector in developed countries, but the focus is mainly on tracking supply and demand in private companion animal practice

Thank you

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