

Approaches to workforce assessment and planning

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FWD

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World
Organisation
for Animal
Health
Founded as OIE

Organisation
mondiale
de la santé
animale
Fondée en tant qu'OIE

Organización
Mundial
de Sanidad
Animal
Fundada como OIE

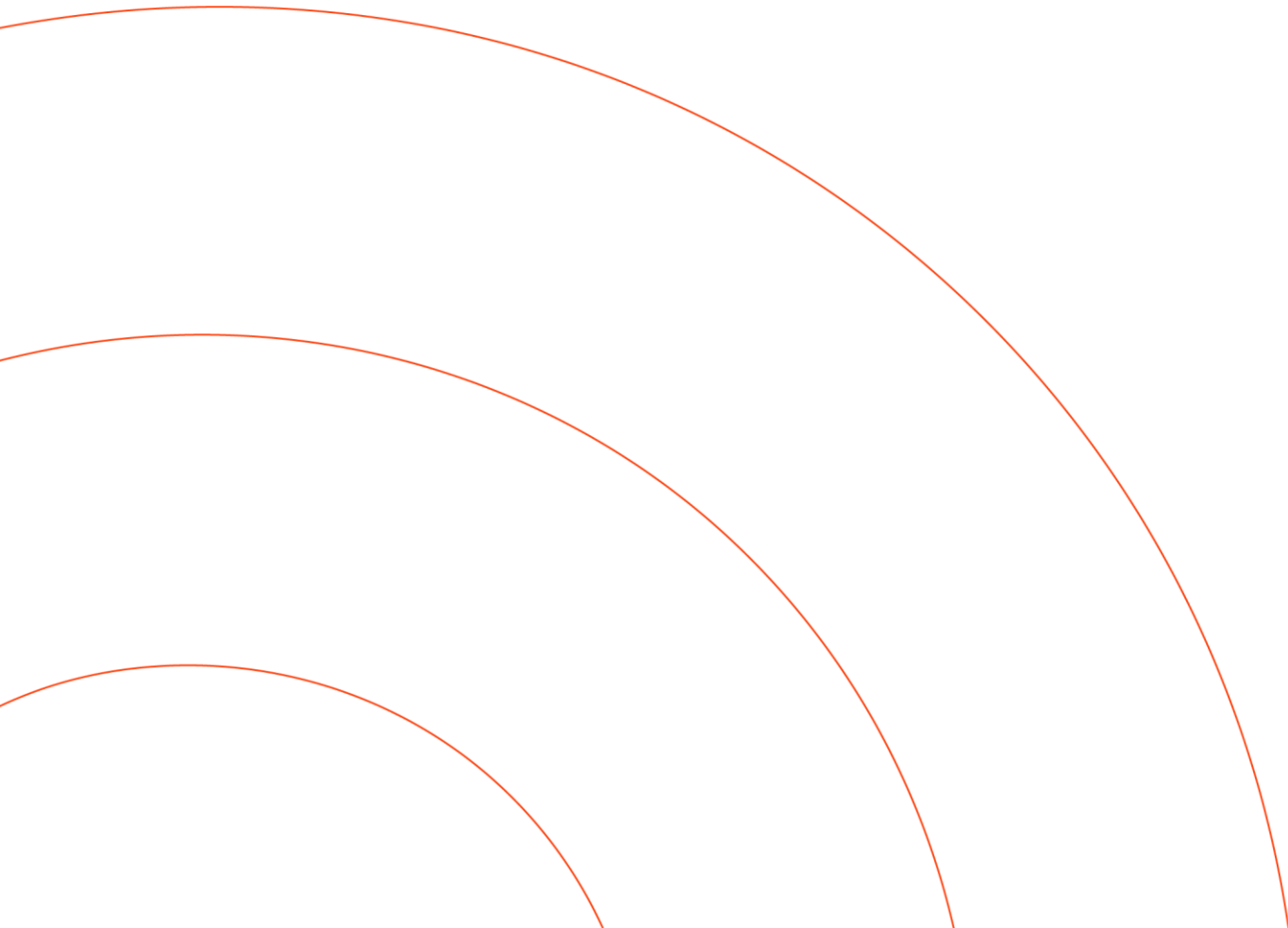


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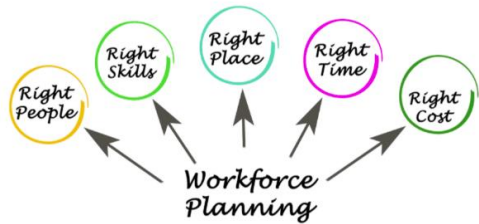


What is workforce planning and why is it important?





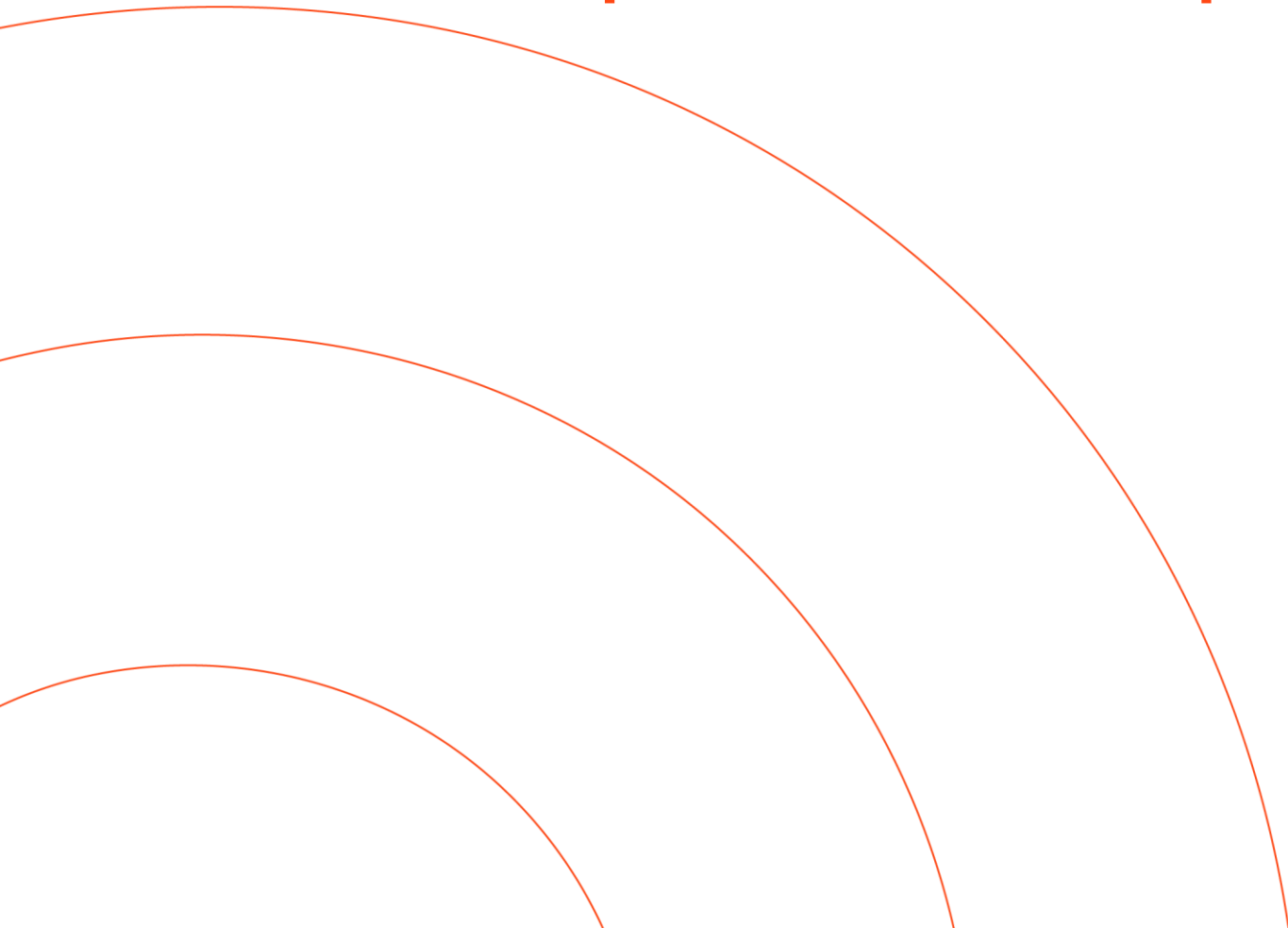
What is the value of workforce planning?



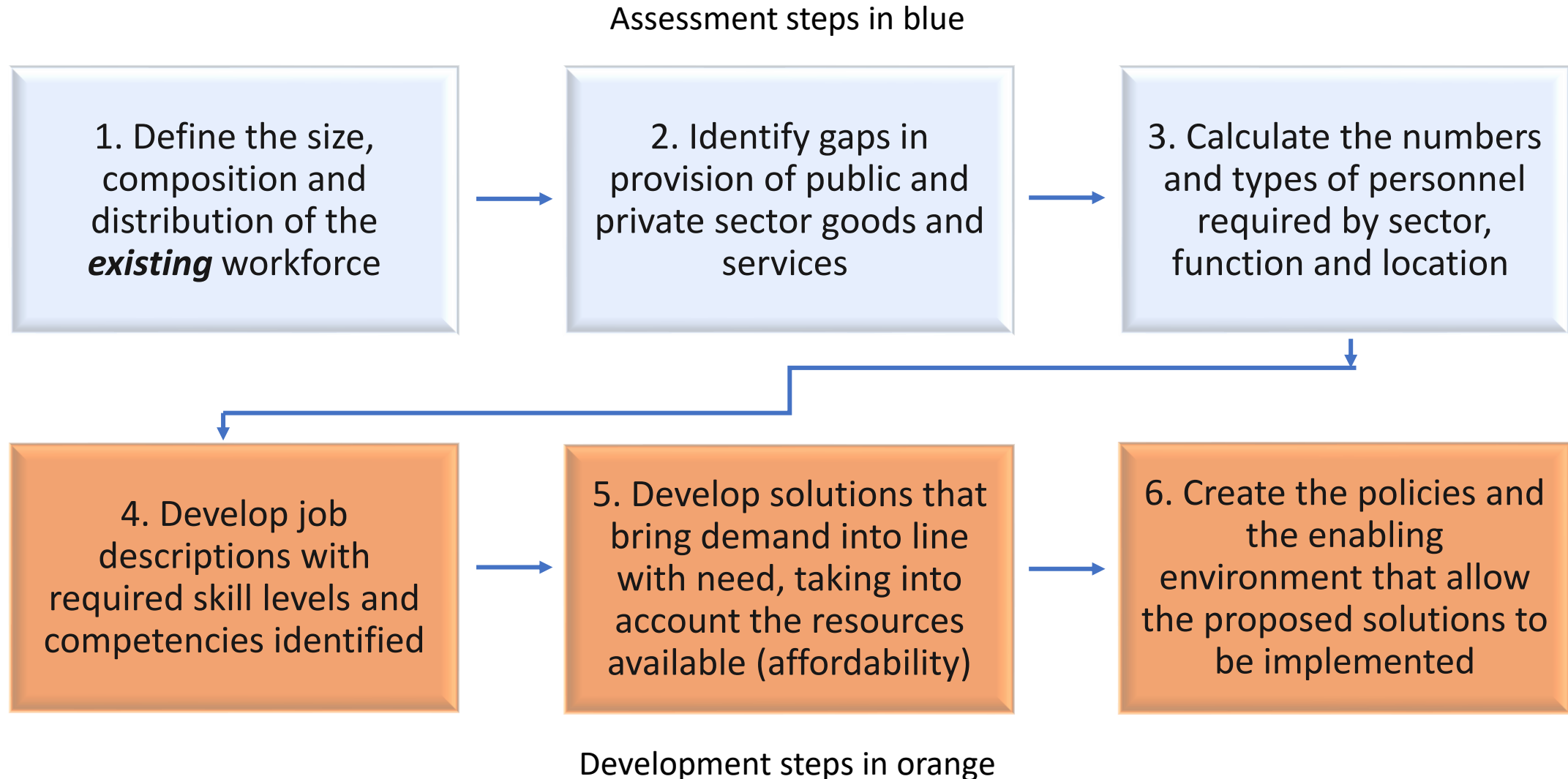
- Systematic workforce planning can offer significant benefits, such as:
 - Determine personnel needs to meet existing obligations;
 - Identify underserved regions, populations or sectors in the country;
 - Identify innovations (delegation, PPPs, VPPs) to address unmet needs
 - Identify future needs based on demographic & socioeconomic changes;
 - Align training institution capacity and enrollment with future needs;
 - Anticipate specialized training needs, including CPD; and
 - Anticipate budgetary requirements to support the needed workforce.
- 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 development





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 your policy objectives. Seek additional data when information gaps become apparent.
- The WOAHA 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 that is required to be done.
- The suitable ratio of 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 needed



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.
- In this context, the qualifications of different categories of VPPs and the quality of their training must be assured.



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.
- Recruiting trainees directly from underserved areas can improve the sustainability of service provision in those areas.

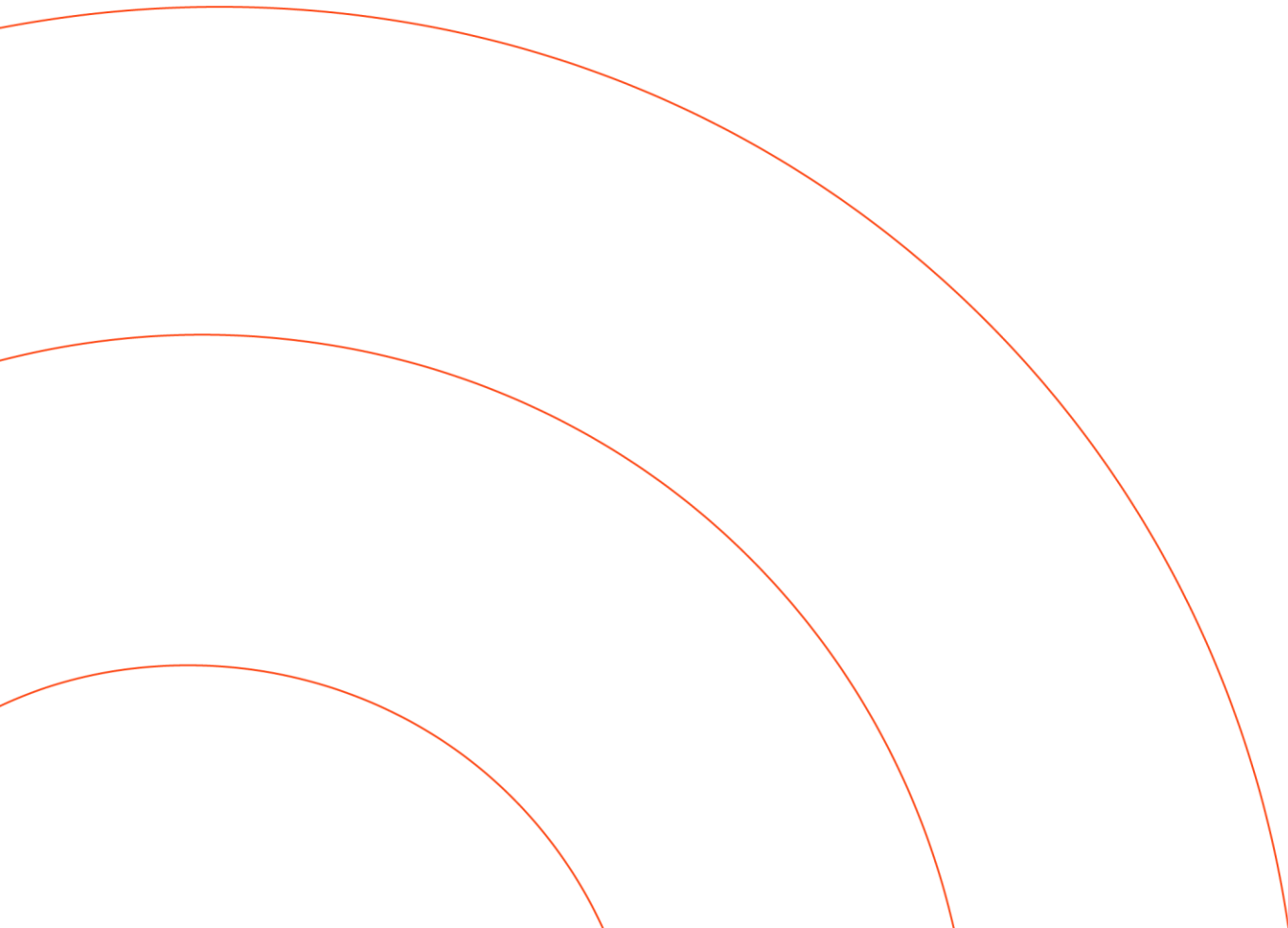


6. Create the policies and the enabling environment that allow the proposed solutions to be implemented

- 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 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 there sufficient training institutions delivering training of quality to produce VPPs with the needed skill sets?
 - Is there resistance by veterinarians to an expanded role for VPPs?



Challenges in workforce planning



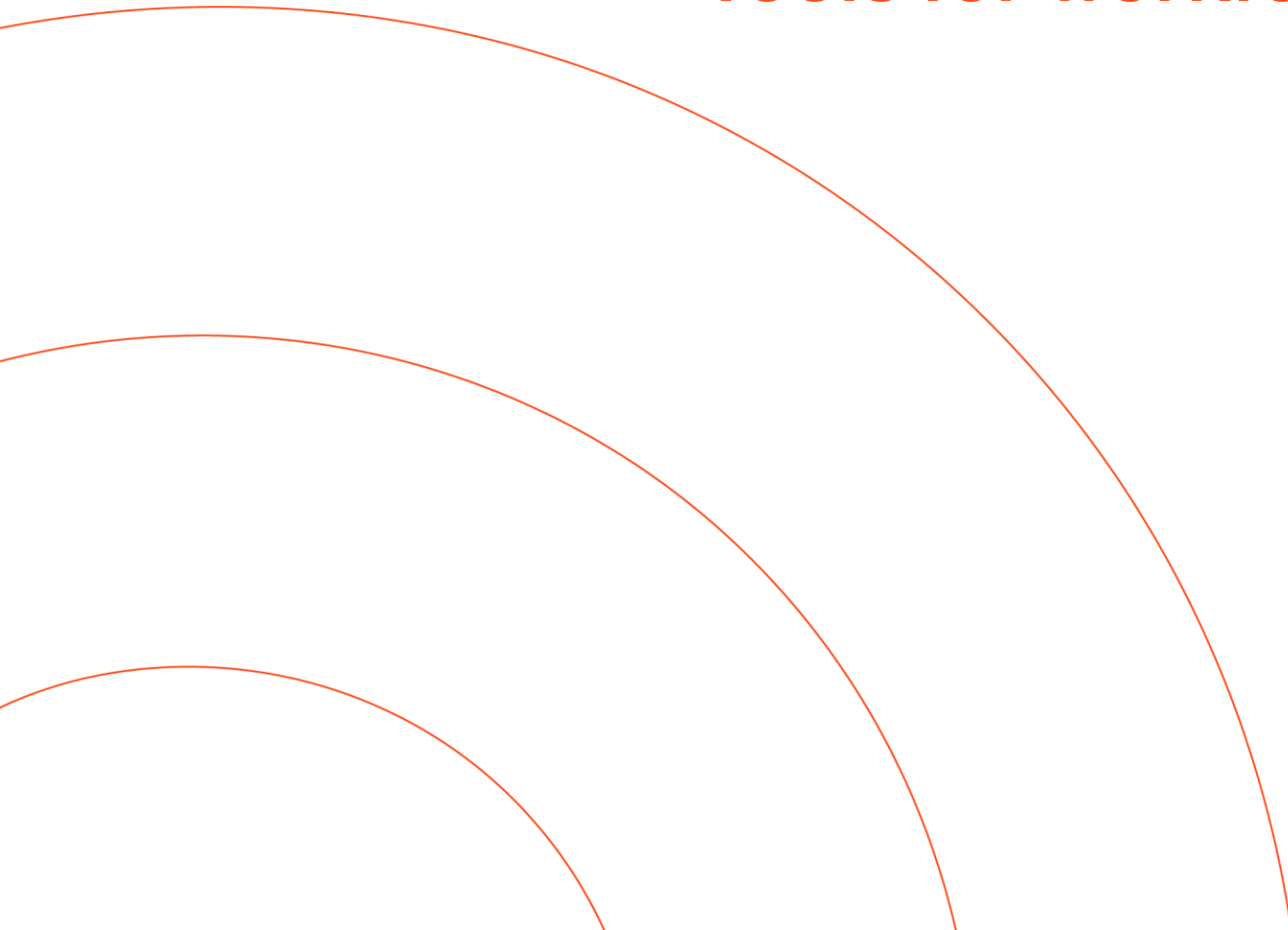


Challenges in workforce planning

- 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
 - Numerous countries surveyed in 2019-2024 for WOAH activities did not carry 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 main focus is often on tracking supply and demand in private companion animal practice



Tools for workforce planning



The WOAAH PVS Gap Analysis includes evidence-based workforce assessment capacity across the veterinary domain:

- Animal health
- Veterinary Public Health
- Laboratory
- Trade
- Management/Admin



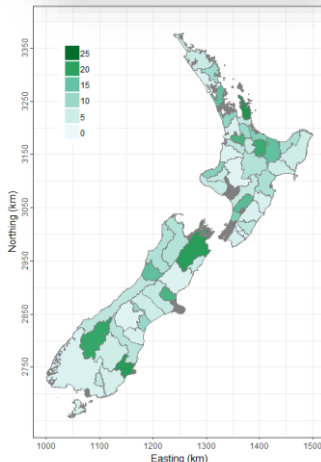
Step A - Estimation of number of Veterinary Livestock Units (VLU)

Administrative level	Number of animals (Dir des statistiques 2010)						Equivalent number of VLU
	Bovines	Small Ruminants	Porcines	Equines, Asines, Camelides	Poultry	Others	
value of VLU	1.00	0.10	0.30	0.30	0.01		a = (value of VLUs * Number of Animals)
Province A	70,000	1,373,000		245,000	3,750,000		318,300
Province B	1,070,000	2,078,000		592,000	3,750,000		1,492,900
Province C	942,000	1,806,000		179,000	3,750,000		1,213,800
Province D	1,516,000	4,227,000		486,000	3,750,000		2,122,000
Province E	1,923,000	4,891,000		960,000	3,750,000		2,737,600
Province F	2,074,000	3,303,000		417,000	3,750,000		2,566,900
Province G	2,172,000	6,655,000		660,000	3,750,000		3,073,000
Province H	49,000	257,000		3,000	3,750,000		113,100
TOTAL	9,816,000	24,590,000		3,542,000	30,000,000		13,637,600

Step B - Estimation of minimum number of Field Veterinary Posts to undertake official activities

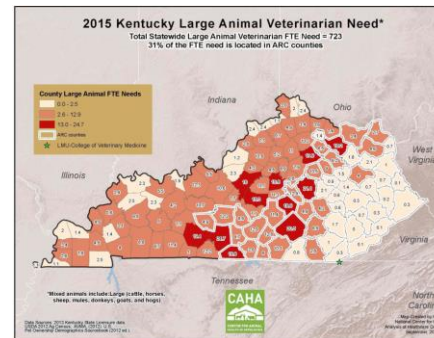
Number of working days necessary to undertake all official activities related to individual animals					
Campaign or dates (duration)	Activity	Species	Targeted number of animals <i>b</i>	Average animals per day <i>c</i>	Total number of days <i>d= (b/c)</i>
annual	vaccination obligatoire (PPCB) (hors mandataires)	bovines	7,067,520	300	23,558
annual (120 jours)	vaccination obligatoire (PPR) (hors mandataires)	ovines	4,868,820	700	6,955
tout les ans en mai/juin (30 jours)	vaccinations ponctuelles, minicampagnes (charbons, pasteurellose)	bovines	1,000,000	50	20,000
tout les ans en mai/juin (30 jours)	vaccinations ponctuelles, minicampagnes (charbons, pasteurellose, clavelée)	ovines	2,000,000	100	20,000
					70,514

Examples of veterinary workforce planning reports – New Zealand, USA, France



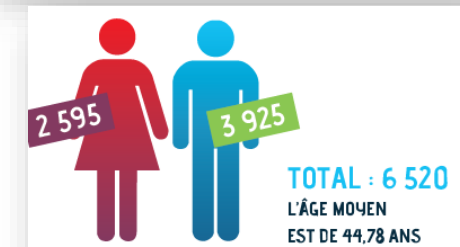
NZ

Number of vets per 100,000 livestock units

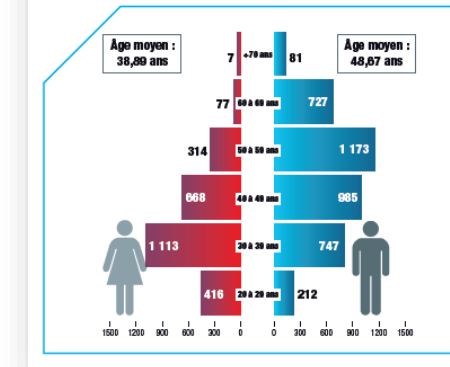


USA

Mapping of calculated deficit of livestock veterinarians by county within a state



FRANCE



Demographics of livestock veterinarians



2013 Kentucky Veterinarian Distribution

Total Statewide Veterinarian Economic Impact* = \$504 Million (12,392 jobs)

Total Economic Impact of Veterinarians with the ARC Counties* = \$71 Million (1,744 jobs) 14%

Illinois

Ohio

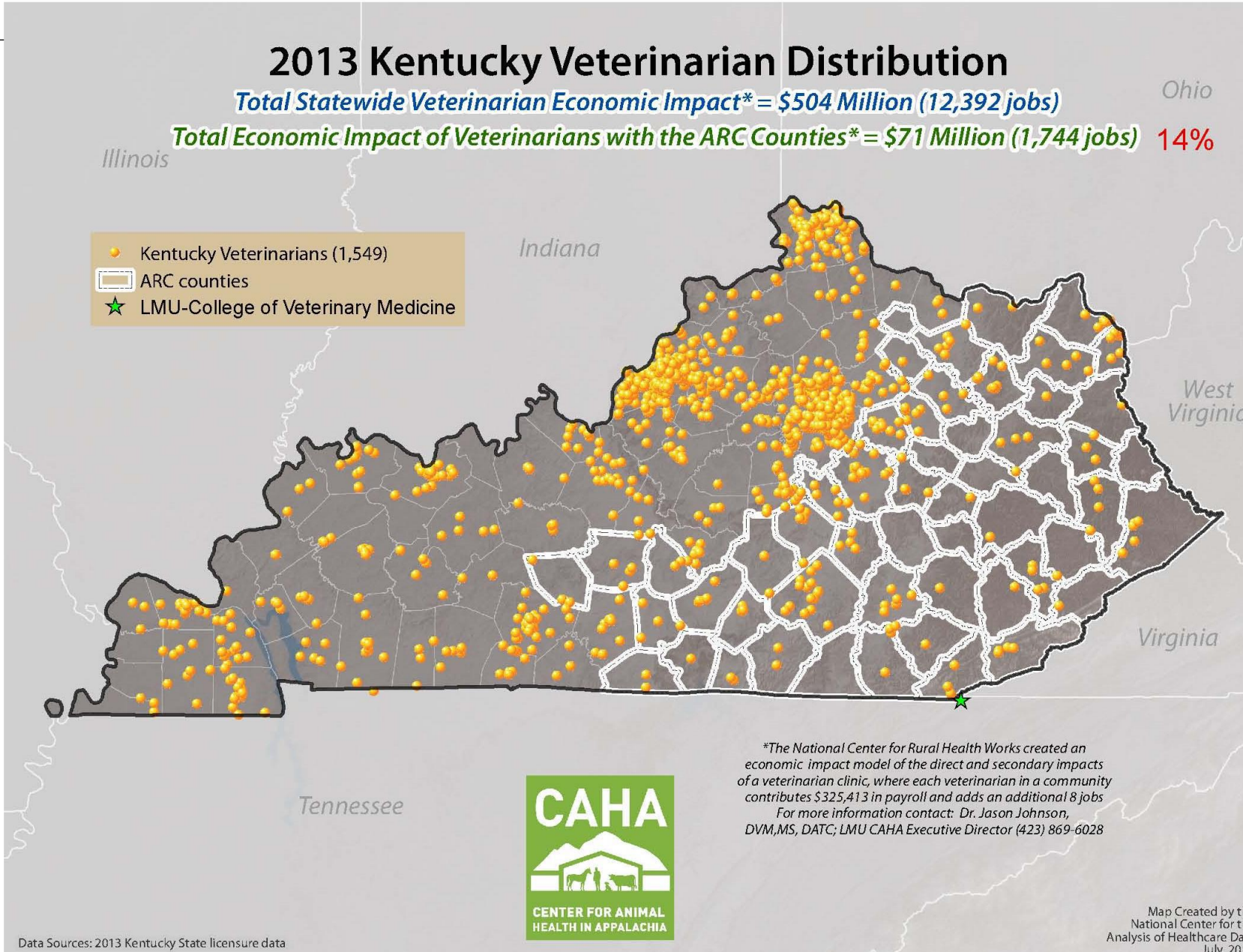
Indiana

West Virginia

Virginia

Tennessee

- Kentucky Veterinarians (1,549)
- ▭ ARC counties
- ★ LMU-College of Veterinary Medicine



*The National Center for Rural Health Works created an economic impact model of the direct and secondary impacts of a veterinarian clinic, where each veterinarian in a community contributes \$325,413 in payroll and adds an additional 8 jobs
For more information contact: Dr. Jason Johnson, DVM, MS, DATC; LMU CAHA Executive Director (423) 869-6028



Data Sources: 2013 Kentucky State licensure data

Map Created by the National Center for the Analysis of Healthcare Data July, 2015



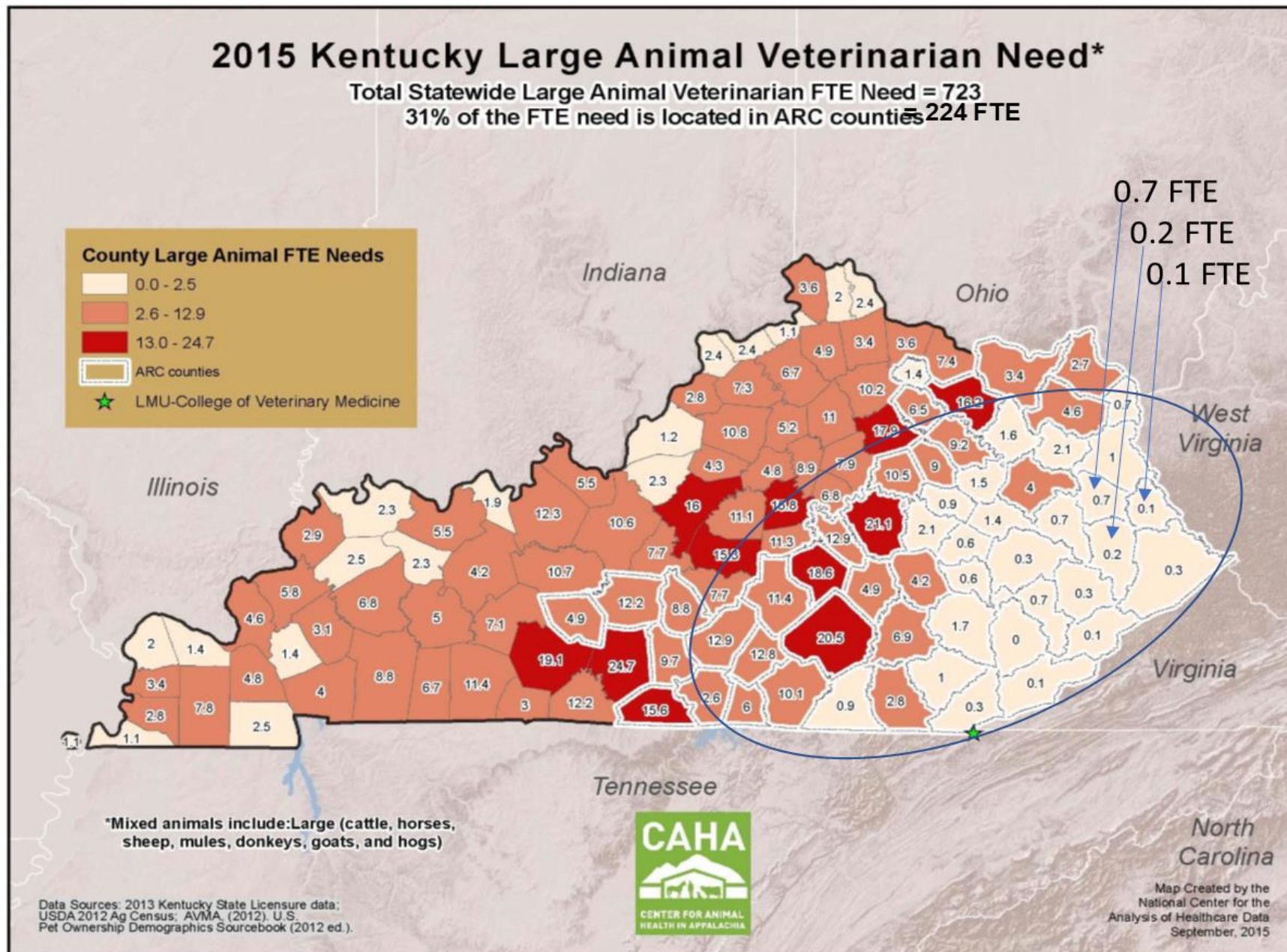
3 counties requiring less than one FTE (Full Time Equivalent Vet)

An absence of veterinary personnel in these counties is not an option:

- Livestock owners need clinical veterinary care
- State Veterinary Service needs a reporting and surveillance presence at county level

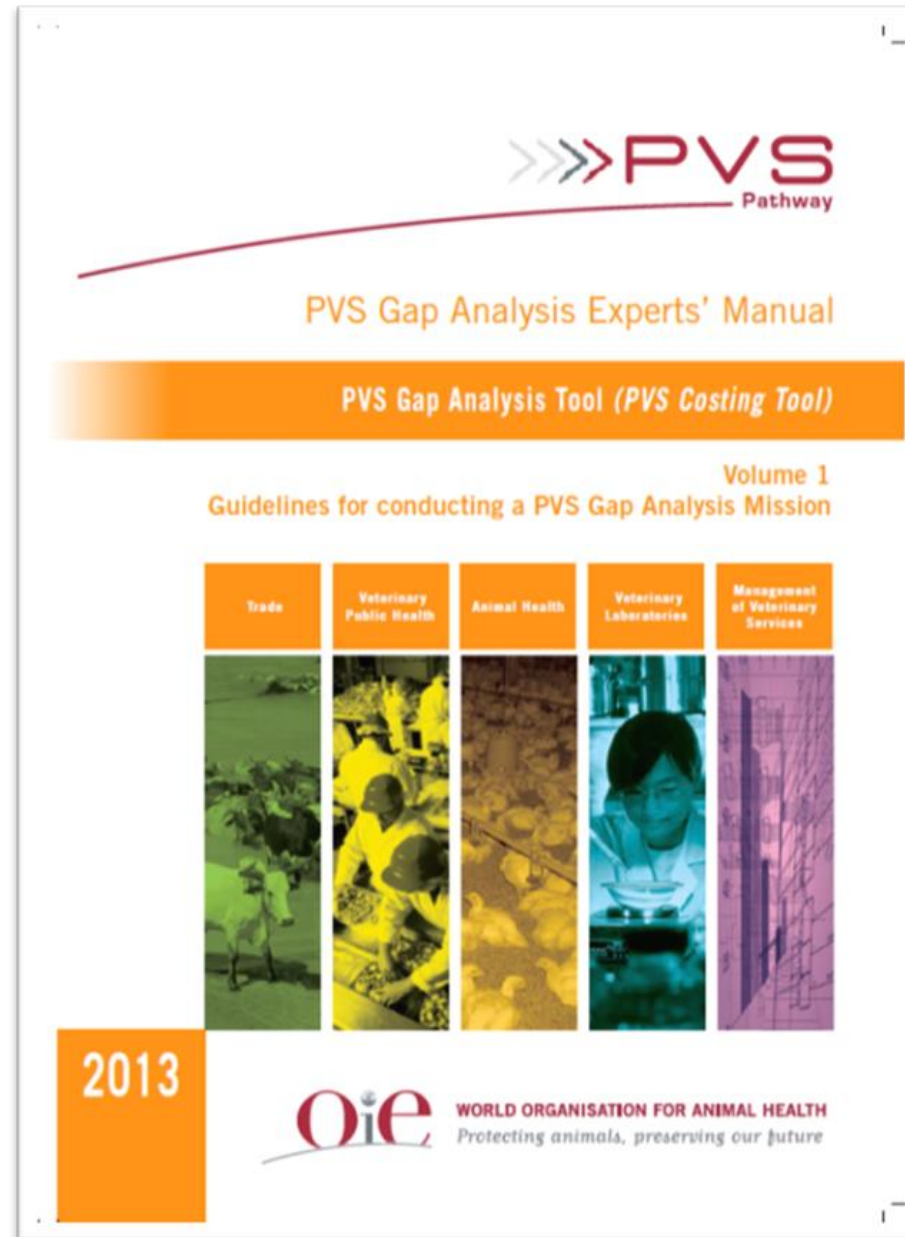
How can the veterinary personnel gap be addressed in these counties?

The workforce assessment and mapping provide essential information to start answering these questions



The WOAHPVS Gap Analysis includes workforce assessment capacity:

- Animal health
- Veterinary Public Health
- Laboratory
- Trade
- Management



- The focus is on calculating the personnel required to carry out official VS activities
- Basis of analysis is the ratio of staff needed per so many veterinary livestock units (VLUs) (based on activity)
- Distance and other factors considered for fine tuning the ratio
- Private sector personnel gaps (i.e., clinical service delivery) are not considered
- No mapping component
- *Ad hoc* group to explore strengthening Gap tool

WOAH Tools to Support Veterinary Workforce Development



- **Workforce Assessment and Planning Support**
 - PVS Evaluation and Follow Up
 - Gap Analysis
 - New assessment tools (in development)
 - National level workforce development workshops
- **Enabling Environment Support**
 - **Legislation** – Veterinary Legislation Support Programme
 - VLSP Identification mission
 - VLSP Agreement
 - **Regulation** – Veterinary Statutory Body (VSB)
 - VSB Twinning
 - VSB Planning missions (in development)
 - **Education** – Competency and Curricula Guidelines for Vets and VPPs
 - Veterinary Educational Establishment (VEE) Twinning Programme
 - Support for VPP Curriculum review (in development)



How to request WOAHA support for national level activities?

- All WOAHA Member participation in PVS activities are voluntary
- This means that they are triggered by request from the Member to WOAHA
- Requests are made by the WOAHA Member Delegate in a letter to the WOAHA Director General
- Initiation of requested activities depends on the availability of funds at WOAHA to support those activities
- If funds are available, then activities can be initiated but start dates may be delayed based on availability of experts and other factors.
- Based on this workshop, you may wish to consider other interventions, such as a VEE Twinning or a VPP Curriculum mission.



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
- Veterinary paraprofessionals can play an important role in filling identified gaps, but they must be properly trained and regulated, and their responsibilities clearly defined.
- WOAH can assist Members in workforce assessment and planning and in creating an enabling environment for effective integration of VPPs into the veterinary workforce.

Thank you

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