

¹ DEFINITION OF CONCEPTS

Human resources for health (HRH - synonyms are health manpower, health personnel, or health workforce) denotes persons engaged in any capacity in the production and delivery of health services. These persons may be paid or volunteers, with or without formal training for their functions, and located in the public or private sector. HRH encompass “*all individuals engaged in the promotion, protection, or improvement of population health, including clinical and non-clinical workers.*” (JLI, 2004)

Human resources development (HRD), as applied to human resources for health (HRH), includes the planning, production, and management of health personnel.

Human resources planning “*...is the process of estimating the number of persons and the kinds of knowledge, skills, and attitudes they need to achieve predetermined health targets and ultimately health status objectives.*” (WHO, 1978) Over the years this function has been broadened to include that of formulating human resources policy, in which the word “*policy*” refers to statements made by relevant authorities that are intended to guide the allocation of resources and effort. Health services and human resources policies constitute key instruments for implementing decisions affecting the delivery of health care.

Human resources production refers to “*...all aspects related to the basic and post-basic education and training of the health labour force. Although it is one of the central aspects of the health manpower (development) process, it is not under the health system's sole control*” (WHO, 1978). The production system includes all the health system’s educational and training institutions, which are increasingly the joint responsibility of service and educational institutions.

Human resources management has been defined as the “*mobilisation, motivation, development, and fulfilment of human beings in and through work*” (WHO, 1978). It “*...covers all matters related to the employment, use, deployment and motivation of all categories of health workers, and largely determines the productivity, and therefore the coverage, of the health services system and its capacity to retain staff.*” Management also encompasses programmes for in-service and continuing professional education, as well as for evaluation.

Occupations and occupational categories refer to a set of functions, requiring a specific combination of knowledge and abilities, and associated with a specific title, for example, doctor, nurse, laboratory technician, sanitarian.

¹ WHO monograph, *Health Manpower Planning: Principles, Methods, Issues*, Hall, TL, and Mejia, A., eds: WHO, 1978 (www.hrtoolkit.forumone.com)