



WISN

WORKLOAD INDICATORS
OF STAFFING NEED

USER'S MANUAL



World Health
Organization



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WHO Library Cataloguing-in-Publication Data

Workload indicators of staffing need.

2 v.

Contents: User's manual. – Software manual.

1.Health manpower. 2.Personnel staffing and scheduling - methods. 3.Personnel staffing and scheduling - handbooks. 4.Workload. 5.Manuals. I.World Health Organization.

ISBN 978 92 4 150019 7

(NLM classification: W 76)

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Acknowledgements

In 1998 the World Health Organization (WHO) published an approach to adjusting staffing levels to effect a fair and optimal distribution of staff at health facilities at all levels, from local to national. Experience in using the approach was documented during the ensuing decade. Some limitations and several ways to apply the approach in different settings became evident. By 2008 it was felt that the approach should be reviewed and updated.

WHO wishes to acknowledge the many contributions made to this updated version of the Workload Indicators of Staffing Need (WISN) method by the following health service planning and management experts: Peter Hornby, Riitta-Liisa Kolehmainen-Aitken, Marjolein Dieleman, Grace Namaganda, Serpil Ozcan and Ferruccio Vio. All were involved in steering the process of producing this manual and the associated case studies. It would not have been possible to prepare this new version of the manual without their continuous support.

Thanks are due to Riitta-Liisa Kolehmainen-Aitken for her assistance in rewriting the manual. Thanks are also due to Adam Ahmat, Mario Dal Poz, Norbert Dreesch, Riitta-Liisa Kolehmainen-Aitken, Teena Kunjumen and Juan Ignacio Martinez Millan for their contributions to the multi-lingual version of WISN, to Mario Dal Poz, Norbert Dreesch and Gülin Gedik of the former Health Workforce Information and Governance unit for steering the production of the various materials and to Jörg Hetzke of the Office of the former Assistant Director-General, Health Systems Strengthening and many other partners involved .

Definition of terms & abbreviations

Activity standard:

Time necessary for a well-trained, skilled and motivated worker to perform an activity to professional standards in the local circumstances. There are two kinds of activity standards:

- **Service standard:** Activity standard for health service activities. (Annual statistics are regularly collected for these activities.)
- **Allowance standard:** Activity standard for support and additional activities. (Annual statistics are not regularly collected for these activities.) There are two kinds of allowance standards:
 - **Category allowance standard (CAS):** Allowance standard for support activities, performed by all members of a staff category.
 - **Individual allowance standard (IAS):** Allowance standard for additional activities, performed by certain (not all) members of a staff category.

Allowance factor:

Factor used to take into account staff requirement of activities for which annual statistics are not regularly collected. There are two kinds of allowance factors:

- **Category allowance factor (CAF):** Multiplier used to calculate the total number of health workers, required for both health service and support activities.
- **Individual allowance factor (IAF):** Staff requirement to cover additional activities of certain cadre members. IAF is added to staff requirement of health service and support activities.

Available working time (AWT):

A health worker's time available in one year to do his or her work, taking into account authorized and unauthorized absences.

Standard workload:

Amount of work within a health service workload component that one health worker can do in a year (if the total working time were to be spent on this activity only).

Workload component:

One of the main work activities that take up most of a health worker's daily working time. There are three kinds of workload components:

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