



INTERNATIONAL INSTITUTE FOR
PATHOLOGY AND FORENSIC
SCIENCE RESEARCH



COLLEGE of AMERICAN
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DAVID UMAHI
FEDERAL UNIVERSITY OF
HEALTH SCIENCES
UBURU, EBONYI STATE.

Developing a Skilled Workforce: Personnel Management and Continuous Education

ALIU, Israel (BMLS, MPH, MBA, DBA, ASQ).

HealthCare and Quality Management Consultant, PEGISOL Consultancy.



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Week 9

Telephone

+234 909 961 2133

Email Address

iipfsr@dufuhs.edu.ng

Website

www.iipfsr.com

YouTube Channel

<https://www.youtube.com/@PathologyAndForensicInstitute>

Zoom

<https://us06web.zoom.us/j/81681874282?pwd=WOWrckA4JjKiLNbbZRCB1gRxI0m7Dh.1>

Learning Objectives

- Understand the role of Personnel Management in developing skilled workforce
- Understand how to design training frameworks and competency-based assessment
- Explore different proven strategies for Workforce retention and professional development
- Understand the role of Personnel in Quality management system in the laboratory and healthcare industry



Pre-course Assessment 1

The process of introducing employee to their new jobs and work environment is known as:

- a. Interaction
- b. Orientation
- c. Assessment
- d. Inauguration



Pre-course Assessment 2

Competency assessment can be done by direct observation of routine work process and procedure and it's a critical component of developing skilled workforce?

- a. False
- b. Not sure
- c. Not reliable
- d. True



Pre-course Assessment 3

Which of the following is important for a Laboratory Workforce?

- a. Participation in training and continuing education opportunities;
- b. Requesting training that may be needed as job responsibilities increase;
- c. Maintaining records of personal professional development and personal development plan(PDP).
- d. All of the above.

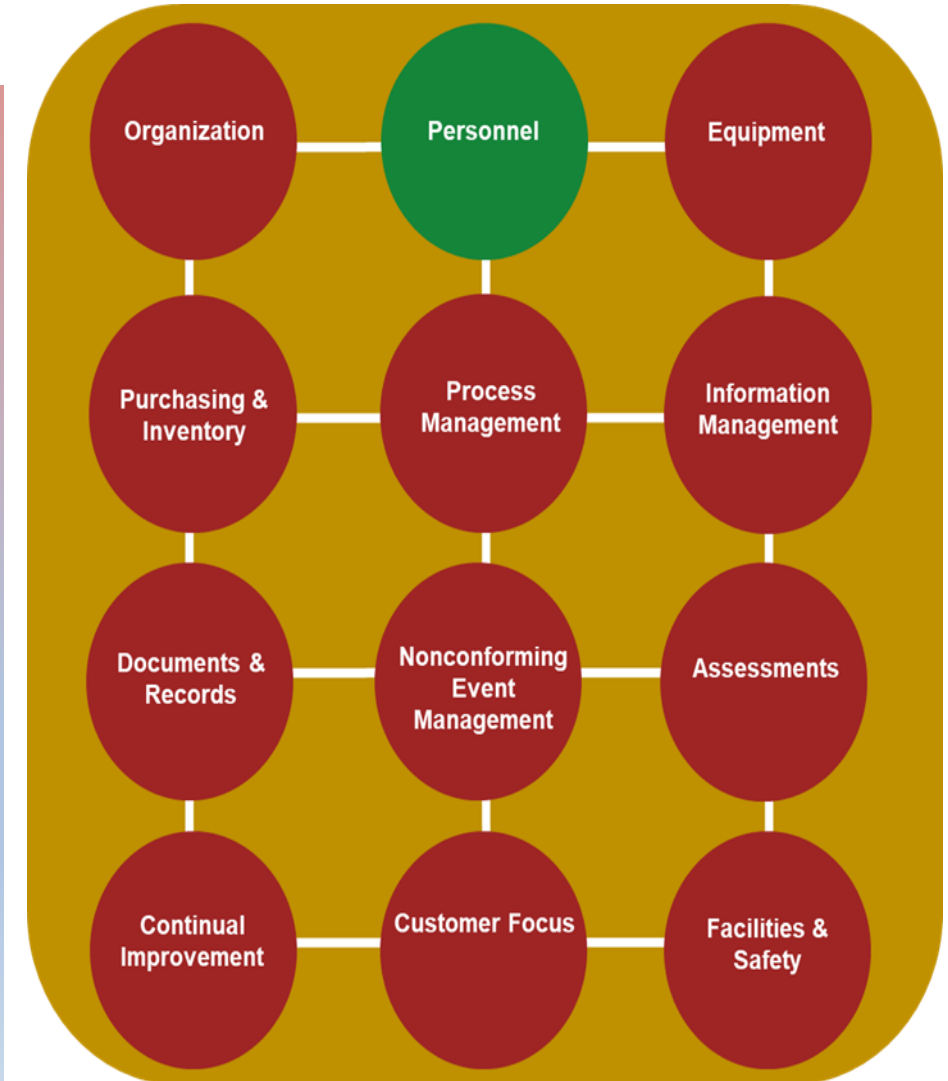


Introduction

- Developing a skilled workforce is crucial for any organisation to stay competitive and achieve their goals.
- Personnel is one of the most important assets in an organization, however Personnel management and continuous education can help organization develop a skilled workforce that drives success and innovation.
- Personnel are the **most important resource in the laboratory**, managers must create an environment that will fully support all laboratory personnel in order to maintain a high quality of laboratory performance.
- And Continuing education and professional development is vital to personnel competency.

Personnel Management

- Personnel Management is that part of the total management which specifically deals with human resources, in their procurement, development in terms of skills, knowledge, competency, attitude, their motivation towards the attainment of organisation objectives by creating and maintaining an organizational climate to such development.
- Its one of the 12 Quality system essentials.





Personnel management programme



Other Aspect of Personnel Management

■ Talent Acquisition:

Attract and hire top talent with the right skills and mindset.

■ Performance Management and Feedback:

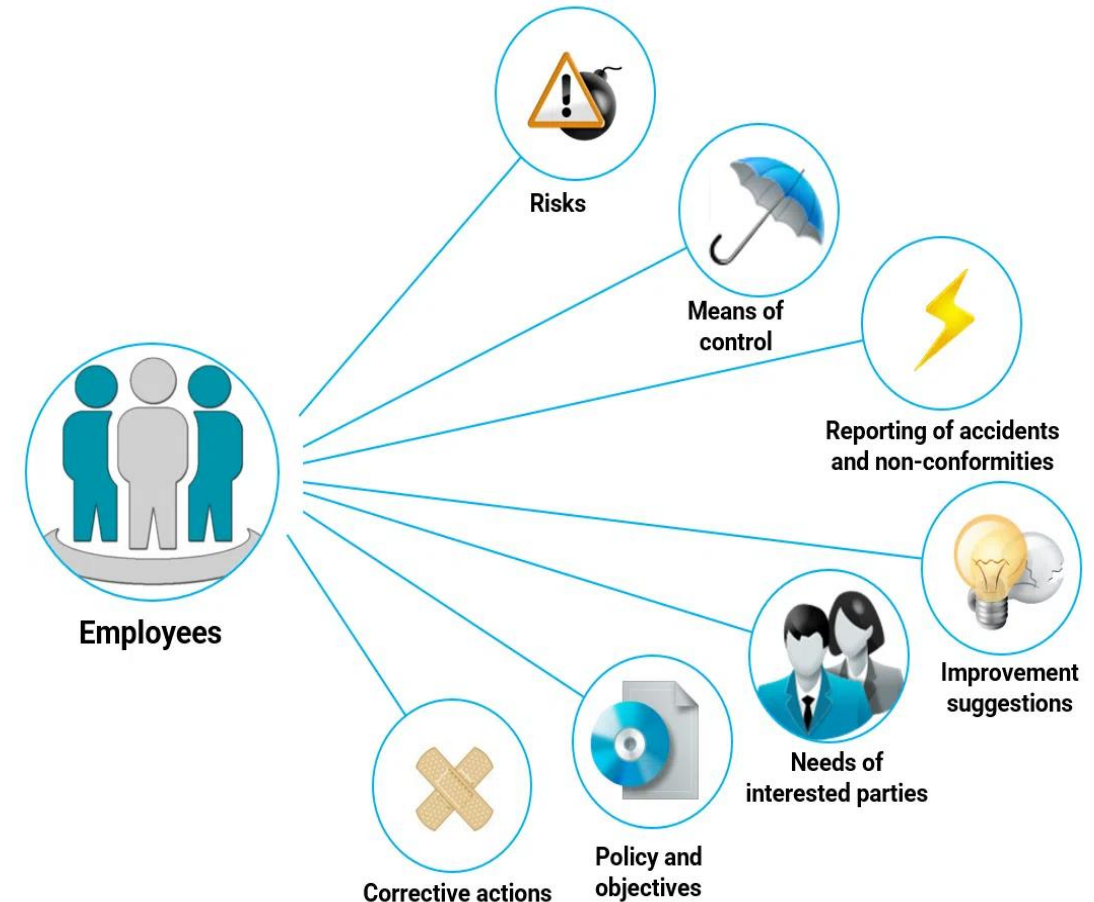
Regularly evaluate employee performance and provide feedback.

■ Employee Engagement:

Foster a positive work environment and encourage employee participation.

■ Succession Planning

Identify and develop future leaders within the organization.



Trainings

At a minimum, train personnel in the following areas:

- The quality management system
- Assigned work processes and procedures
- Applicable laboratory information system
- Health and safety
- Ethics
- Confidentiality of patient information

- Design training plan
- Conduct training and file records
- Evaluate effectiveness of training
- Periodically review the effectiveness of training program



Training Methods and Resources

In-house
group
presentation

Off Site
workshops

One-on-one
mentoring

Short
courses

Attachment
at an
institution

E-learning





Competency

**Demonstrated ability
to apply knowledge
and skills to achieve
intended results.**

- (ISO 15189:2022).



Method of Competency Assessment

- **Direct observation**

- Observe assessee as they perform the task
- document on checklists

- **Indirect observation**

- Review of work records
- Re-testing of previously analysed specimens e.g. EQA materials.
- Case scenario

Technologist Name		Technologist Title		
Procedure for Evaluation	Evaluation Date		Evaluator	
Procedure item	Accept	Partial	No	Comment
Read procedure manual				
Equipment set up appropriately				
Work area neat				
Reagent preparation				
Perform task accurately				
Perform task timely				
Other: Specify				

- Use standardised forms
- Record the date of assessment
- Identity of the assessor
- Keep confidential

Continuous Education

- Training Programs
- Workshops and Seminars
- Online Courses- Utilize online platforms to offer flexible learning opportunities.
- Continuous Professional development (CPDs)
- Mentorship
- Personal Development plan



Types of Training

- **E-learning modules:** Interactive online courses covering laboratory procedures and protocols.
- **Virtual reality training:** Immersive experiences simulating laboratory environments and procedures.
- **Simulation-based training:** Hands-on training using mock equipment or scenarios.
- **On Job Trainings**

Applications

- Procedure training
- Instrument training:.
- Emergency preparedness.

Considerations

- Technical requirements: Ensure necessary hardware and software are available.
- Content development: Develop high-quality, relevant content.
- Evaluation and feedback: Regularly evaluate training effectiveness and provide feedback.

Employee Retention

- Migration and turn-over of staff have been described as major challenges in many countries.
- Apart from economic factors, the lack of good working environment and improper management practices can contribute to loss of staff.
- A good personnel management program can contribute to the retention of staff.
- Retaining quality talent is crucial to business success, as employee retention promotes success, veteran employee add values, but bad hires hurt morale.
- Bad hire is the hiring on board of someone who is unsuited, unfit for their role within the organization and this bad hires cost money.
- Every industry has its healthy turnover rate, by the time any organization begin to exceed it, it calls for assessment.
- The level of employee turnover is not the only measure of your success in retaining employees, you are bound for trouble, if the best staffs leaves quickly and regularly, but it actually a benefits to the business to lose poorly performing staff.
- If any organization, institution or Laboratories struggles to cover work because you have lost key employee, your rate of turnover among valuable staff is probably too high

Retention Strategies

- **Competitive Compensation and Benefits:** Offer fair salaries, benefits, and perks.
- **Staff Motivations**
- **Career Growth Opportunities:** Provide opportunities for advancement and professional growth.
- **Positive Work Environment:** Foster a supportive, inclusive, and respectful workplace culture.
- **Recognition and Rewards:** Regularly acknowledge and reward employees' contributions.
- **Work-Life Balance:** Encourage flexible work arrangements and support work-life balance.

STAFF MOTIVATION

Motivated employees are more likely committed to their work.

- Elements of motivation vary for different people:
- Some respond to concrete rewards such as bonuses, incentives and praise;
- Some respond best to flexible work schedules that fit their responsibilities to home and children;
- Most respond to recognition, and feeling that they are an integral part of the
- health-care team.



Motivated vs Unmotivated staffs



Professional Development Strategies

- Training and Development Programs
- Mentorship.
- Career Coaching
- Cross-Functional Training
- Leadership Development skills.
- Encourage a culture of continuous learning.
- Assigned task and continuous improvement projects
- Management system support
 - Employee Involvement
 - Recognition and Celebration



Benefits

- Increased Employee Engagement: Employees feel valued, supported, and invested in.
 - Improved Retention- Reduced turnover rates and increased job satisfaction.
 - Enhanced Skills-Employees develop new skills and knowledge.
 - Better Decision-Making- Employees are empowered to make informed decisions.
 - Increased Productivity- Employees are more efficient and effective.
- Enhanced Innovation:
Continuous education can foster innovation and creativity.
 - Job satisfaction - Investing in employee development can lead to increased job satisfaction and retention.
 - Quality Improvement.
 - Patient and client satisfaction.
 - Meeting regulatory requirement.



Personal Development Plan

This is a tailored road map that outlines an individual goals, strength, weakness and strategies for personal and professional development

Strategies

1. Identify Goals
2. Assess SWOT
3. Develop strategies
4. Develop actionable Plan-SMART
5. Implement the Actions
6. Review, evaluate and adjust

Benefits

- Increase Self awareness
- Focused development
- Continuous Improvement
- Improve confidence
- Team formation

Conclusion

- Personnel is the most important resource in any organization, be it a Laboratory, hospital, research Centre etc., and the management of personnel is one of the most difficult management among others things to be managed.
- If personnel management is top priority, and is gotten right it help to get other resources in place, it takes motivated staffs to drive Quality, it takes people to run with any system or vision.
- To have personnel management crises is to have broken system.
- Due diligence must be put in place to get the right persons, trained them, integrate them, welfare them and make them a part of the process.
- By implementing these strategies, organizations can enhance workforce retention and professional development, leading to increased employee engagement, productivity, and overall success.



Thank You

NEXT WEEK:

Ensuring Laboratory Safety, Biosafety, and Equipment Management by Dr. Meka I.

- Compliance with WHO and CDC biosafety guidelines for laboratory safety
- Best practices for equipment maintenance, calibration, and validation
- Implementing sustainable laboratory practices and green initiatives

Inquiries

basil.bc25@gmail.com

Telephone

+234 909 961 2133

Website

iipfsr@dufuhs.edu.ng