INS workforce Planning

Eduardo Samo Gudo Jr.
INS General Director

June 2024
INS Historical perspective

Mozambique Institute of Medical Research

1955

1960

1970

1975

1981

1991

2004

2017

2019

2022

2023

Converted into Provincial Institute of Public Health

Established as a semi-autonomous institute

1st INS statute approved

First 3 Provincial Delegation established

“Re-defined” as a fully autonomous institute (Decree 57/2017.)

Approval of medical research law defining INS mandate by law (Law 6/2023)

Additional 3 Provincial Delegations established
Mandate of INS in the Health System

• 1. Biomedical research

• 2. Laboratory Reference Services and Systems

• 3. Surveillance, Emergency Response and Health Observation

• 4. Communication, Education and Training
INS Organizational Structure

Directorate of Research and Well Being

Directorate of Surveys and Observation

Directorate of Public Health Laboratories

Directorate of Training and Communication

Director-general & Deputy Director-general

National Council of Health Research

IRB/Scientific Council/Advisory Board

1. Endemic Diseases
2. Vector Borne, Neglected and Zoonotic Diseases
3. Maternal and Child Health
4. Health Systems
5. Health and Environment, including Occupational Health
6. Mental Health, Trauma and Violence
7. Adolescent, Elderly and Other Vulnerable Populations
8. Determinants of Chronic Diseases

Provincial Delegation 1

Provincial Delegation 2

Provincial Delegation 6

8 Scientific Programs

D. Quality Management

D. Administration and Finance

D. Human Resources

D. Procurement

Legal Office

Internal Audit Office

IT Department
INS Currently has 6 Provincial Delegations and Facilities in 11 Provinces

<table>
<thead>
<tr>
<th>Ord</th>
<th>Province</th>
<th>Provincial Delegation (n=6)</th>
<th>Provincial Public Health Lan (n=7)</th>
<th>Centro/Unidade de Investigação em Saúde (n=5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prov. Maputo</td>
<td>HQ</td>
<td></td>
<td>TB Research Unit (1)</td>
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<tr>
<td>2</td>
<td>C. de Maputo</td>
<td>Prov Delegation (1)</td>
<td>To be renovated</td>
<td>Polana C. Research Center (2)</td>
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<tr>
<td>3</td>
<td>Gaza</td>
<td></td>
<td>Operational in June</td>
<td>Chókwè Research Center (3)</td>
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<tr>
<td>4</td>
<td>Inhambane</td>
<td></td>
<td>Operational (1)</td>
<td></td>
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<tr>
<td>5</td>
<td>Sofala</td>
<td>Prov Delegation (2)</td>
<td>Operational (2)</td>
<td>Beira Research Center (4)</td>
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<td>6</td>
<td>Zambézia</td>
<td>Prov Delegation (3)</td>
<td>Operational (3)</td>
<td>Quelimane Research Center (5)</td>
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<tr>
<td>7</td>
<td>Tete</td>
<td>Prov Delegation (4)</td>
<td>Operational (4)</td>
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<td>8</td>
<td>Manica</td>
<td></td>
<td>Operational (5)</td>
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<td>9</td>
<td>Nampula</td>
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<td>Operational (6)</td>
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<tr>
<td>10</td>
<td>C. Delgado</td>
<td>Prov Delegation (6)</td>
<td>Operational (7)</td>
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<td>11</td>
<td>Niassa</td>
<td></td>
<td>Operational (8)</td>
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</table>
INS Workforce is rapidly growing

- **Quadro**
- **Contratado**
- **Total**

<table>
<thead>
<tr>
<th>Year</th>
<th>Quadro</th>
<th>Contratado</th>
<th>Total</th>
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<td>2010</td>
<td>108</td>
<td>40</td>
<td>148</td>
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<tr>
<td>2011</td>
<td>129</td>
<td>47</td>
<td>176</td>
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<tr>
<td>2012</td>
<td>157</td>
<td>45</td>
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<tr>
<td>2013</td>
<td>179</td>
<td>60</td>
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<tr>
<td>2014</td>
<td>182</td>
<td>124</td>
<td>306</td>
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<td>2015</td>
<td>198</td>
<td>118</td>
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<td>2016</td>
<td>205</td>
<td>128</td>
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<tr>
<td>2017</td>
<td>212</td>
<td>141</td>
<td>353</td>
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<tr>
<td>2018</td>
<td>230</td>
<td>147</td>
<td>377</td>
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<tr>
<td>2019</td>
<td>241</td>
<td>194</td>
<td>435</td>
</tr>
<tr>
<td>2020</td>
<td>245</td>
<td>195</td>
<td>440</td>
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<tr>
<td>2021</td>
<td>243</td>
<td>163</td>
<td>435</td>
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<tr>
<td>2022</td>
<td>505</td>
<td>505</td>
<td>585</td>
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Quadro: Permanent employees
Contratado: Contracted employees
Total: Total workforce
INS Workforce is dominated by young staff
INS Workforce is dominated by Young people with Bsc Level

<table>
<thead>
<tr>
<th>Level</th>
<th>M</th>
<th>F</th>
<th>Total</th>
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<tr>
<td>Básico</td>
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<tr>
<td>Médio Geral</td>
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<tr>
<td>Médio Profissional</td>
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<td>14</td>
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<tr>
<td>Licenciados</td>
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<tr>
<td>MSc</td>
<td>31</td>
<td>37</td>
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<tr>
<td>PhD</td>
<td>13</td>
<td>12</td>
<td>25</td>
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Human Resources Challenges

- Staff Retention;
- Staff motivation;
- Workforce development;
- Changing the paradigm for data-driven decision-making for HR issues;
- Lower salaries at the public institutions compared to private sector;
- Efficient Performance Assessment Tools;
- Huge demand for Mentoring Program
Strategies for strengthening workforce management at INS

- Commitment of the top leadership of the INS on Workforce Strengthening matters;
- Strengthen of the HR Department;
- Regular assessments of Organizational Climate;
- Development and Implement of an Action Plan to improve the Organizational Climate:
- Development and implementation of an institutional occupational health program to mitigate occupational risks;
- Hiring HR consultancy services.
Post-Graduate Training at the INS

- **PhD in Health Sciences**
  - (INS, FIOCRUZ)
  - 2014

- **Public Health Residence**
  - (INS, Colégio SP)
  - 2011

- **MSc in Health Systems**
  - (INS, FIOCRUZ)
  - 2014

- **FELTP/MSc in Field Epi**
  - (INS, DNSP, UEM, CDC)
  - 2010

- **MSc in Health Sciences**
  - (INS, FIOCRUZ)
  - 2008

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**SIS-SAÚDE BRASIL/MOÇAMBIQUE**
Programa Educacional em Sistemas de Saúde para Moçambique

**SELEÇÃO PARA MESTRADO E DOUTORADO**

- **INSCRIÇÕES**: de 27 de março a 17 de abril de 2023

**PROCEDIMENTOS**

- Público-alvo: Profissionais de saúde que atuem no sistema público de saúde e/ou instituições públicas de pesquisa e de formação superior em saúde em Moçambique

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**Msc – 20**

**PhD – 20**
Success stories

- Development and adoption of technical-scientific benefits to stimulate internal competitiveness among researchers;
- Development and implementation of post graduation cohorts dedicated to INS staff (master's and doctoral programs);
- Development and implementation of a program for psychological support.
Perspectives

- The regular assessments of organizational climate becomes part of the INS management system;
- Improvement of performance assessment tools and processes;
- Development and improvement of M&E tools for HR development;
- Development and implementation of talent mentorship for young scientists.
- Strengthening of the institutional occupational health program
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