

Human Resource Management

Most of the success that RNTCP has achieved can be attributed to its team of dedicated, hard-working and knowledgeable workers. Being under the overall umbrella of NHM, the HR policy and practice is mostly governed by the State NHM setup. The Central TB Division supplements this by provisioning contractual staff at strategic positions of the programme network, developing terms of reference for hiring of these staff and formulating standardized training material for creating a uniform knowledge base among workers. Apart from general health system staff, RNTCP has provisioned dedicated programme staff at various levels. The human resource structure given in next page enumerates key RNTCP positions at various levels.

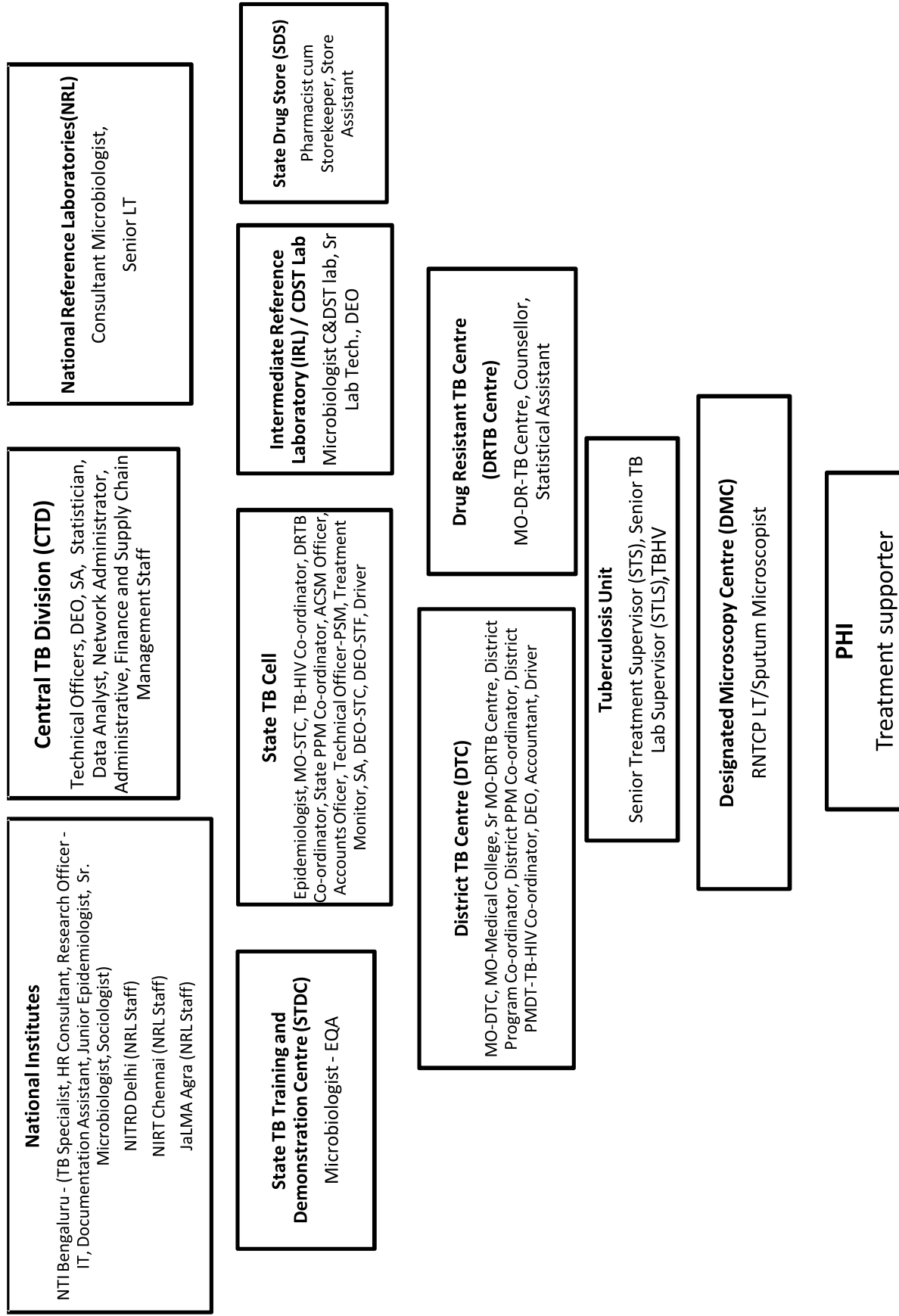
Apart from these RNTCP positions, the States have been given the flexibility to create new structures and positions under their own health society mechanisms. Detailed terms of reference of these staff is provided at www.tbcindia.gov.in

Hiring of these staff is done by respective State/District Health Societies (other than National level positions). The compensation package for RNTCP contractual staff has to be decided by respective States, based on State specific situation, Job contents, Job responsibilities, and compensation for similar positions in other programmes under National Health Mission. Terms of reference of staff will be as per the programmatic guidelines.

RNTCP has adapted a cascading methodology to train its Staff, with National institutes and NRLs being involved as centres for training the trainers (STO, STDC Staff, IRL Staff, DTO, Medical College faculty, MO-STC -, etc.) on various components of the programme. These trainers come back and train the relevant cadre. The State TB Training and Demonstration Centres (STDCs) have been playing a major role in imparting State level RNTCP trainings. The MO-TCs and supervisory staff (STS, STLS) are trained at the STDCs who go on to train Treatment Supporters and lab technicians, respectively, at the district/Block/TB Unit level. DTOs with support of MO-TCs are entrusted with the responsibility of training the Medical Officers at district level.

The entire training process is reported under RNTCP programme management activities and closely monitored by National/ State / District officials.

Human Resource Structure



Capacity building

Capacity building is based on standardized modules which elaborate the technical and management components of the program. Special areas like pediatric TB, Drug resistant TB, TB with co-morbidities, Extra-pulmonary and other serious forms of TB, PPM, IPC, ACSM, SME etc are covered in these modules and also detailed as annexures to the main modules. Various categories of HR are trained/sensitized with the concise forms of these modules. The pharmacists, staff nurses, ANM, MPW, MPHS, Community volunteers are all trained with the same module for MPWs.

The customized modules for programme officials and staff, PPs, NGO functionaries, medical college faculties which include non-practicing TB teachers, non-practicing policy teachers, general practitioners, specialists, post graduates, researchers and professional associations are being developed using the advancement in ICT through capsular online e-training. The courses for each HR category ranging from the national policy makers and program managers to the community volunteers and patients' peer group are compiled based on their TOR and Job Responsibilities with clear focus on development of necessary skills to perform the tasks for each type of trainee. The curriculum matrix thus designed is available on www.tbcindia.gov.in

Training schedule

Induction training: Initial training before assuming the responsibilities of the programme

Update training: Newer initiatives or changes in the policy of the programme are to be conveyed to the health personnel

Re-training / refresher training: Based on training needs of the identified personnel focused on specific deficits of knowledge or skills

For duration and content of training for each cadre the matrix of training courses (with defined content) is to be used for need based scheduling of training which is placed on www.tbcindia.gov.in under HRD section. The first step for planning of each training and retraining is periodic training needs assessment.