

Design of a Strategic Staff Training and Development Plan for the Human Talent Division of Corposalud Táchira (2026-2030)

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Abstract

This research article substantiates the strategic design of an integrated Staff Training and Development Plan tailored for the Human Talent Division of the Health Corporation of Táchira State (CORPOSALUD) for the 2026-2030 period. The study addresses a critical operational bottleneck: the historic absence of a planned, continuous, and evaluable training system, which has generated severe competency gaps among 75 public servants managing human resources for the health sector across 29 municipalities. Grounded in the socio-critical paradigm, Participatory Action Research (PAR), and Carlos Matus' Situational Strategic Planning (SSP), an Explanatory Sequential Mixed Design (DEXPLO) was conducted with a census sample of all active personnel (N=n=75). Data collected through a 28-item structured instrument (Cronbach's $\alpha = 0.88$) revealed severe technical deficiencies in automated payroll systems (bar;X=1.93) and digital performance evaluations (bar;X=1.72), compounded by complete budgetary suffocation (bar;X=1.29). Conversely, exceptional ethical commitment (bar;X=4.57) and strong willingness for peer-to-peer training (92%) were identified. The proposal presents a self-sustaining Integrated Multidimensional Design structured across four transformative axes operating at zero financial cost. The investigation demonstrates that systemic administrative modernization in public health can be achieved without external financial capital by strategically leveraging endogenous intellectual capital and inter-institutional university synergies.

Keywords: Public Management, Human Talent, Continuous Training, Situational Strategic Planning, PAR, Public Health, Táchira.

I. INTRODUCTION

In contemporary public administration, the governance and continuous optimization of human talent constitute the foundational pillar for delivering public value, ensuring operational efficiency, and upholding constitutional guarantees—most notably the fundamental right to health. Within the regional administration of Táchira State, Venezuela, the Health Corporation of Táchira (CORPOSALUD) operates as the governing body responsible for directing, coordinating, and executing public health policies across 29 municipalities. Operating in a complex geopolitical environment marked by intense border dynamics, population mobility, and socio-economic challenges, CORPOSALUD relies heavily on its administrative core to sustain the operational readiness of its extensive network of hospitals, specialized centers, and primary healthcare clinics.

At the center of this administrative structure lies the Human Talent Division, which oversees payroll processing, career development, legal labor relations, benefit administration, and performance monitoring for thousands of healthcare professionals and support staff state-wide. However, the Division currently faces severe procedural delays, operational bottlenecks, and administrative inefficiencies. These challenges stem primarily from the historic lack of a structured, continuous, and institutionalized staff training and development system adapted to modern public management standards and state fiscal constraints.

This article synthesizes the empirical findings, theoretical foundations, and transformative proposal of a Master's degree research project in Public Management. It seeks to substantiate a multiannual Situational Strategic Plan (2026-2030) specifically engineered to transform the Human Talent Division into a highly competent, self-

sustaining, and technologically adapted unit at zero financial cost to the regional treasury.

➤ *Problem Statement*

The primary operational crisis restricting the efficiency of CORPOSALUD's Human Talent Division is the total absence of a planned, continuous, and evaluable staff training policy for its 75 public servants. Historically, training activities within the institution have been sporadic, reactive, fragmented, and largely dependent on isolated individual initiatives or occasional external donations. Consequently, no systematic Training Needs Assessment (TNA) based on technical, legal, and managerial competencies has ever been conducted.

This procedural disconnection has created severe administrative vulnerabilities. Public servants in the Division frequently face difficulties navigating updated legal frameworks, mastering automated payroll platforms, and executing digital performance evaluations. Furthermore, the absence of systematic impact evaluation mechanisms leaves the institution unable to track whether employee skills align with institutional goals. In an environment characterized by severe budgetary constraints, traditional external training models are financially unfeasible, necessitating an innovative, endogenous approach to institutional capacity building.

➤ *Research Objectives*

- *General Objective:*

Design a Strategic Staff Training and Development Plan for the Human Talent Division of CORPOSALUD Táchira for the 2026-2030 period, aimed at eliminating competency gaps, professionalizing administrative public management, and enhancing regional healthcare service delivery.

- *Specific Objectives:*

- ✓ Conduct a comprehensive, competency-based diagnosis of staff training needs, identifying critical operational gaps across technical-instrumental, socio-relational, and administrative dimensions.
- ✓ Formulate strategic axes, specialized programs, priority curricular contents, and viable pedagogical modalities suited to the institutional and fiscal context.
- ✓ Construct a multiannual operational matrix establishing self-management strategies, internal knowledge-transfer mechanisms, and zero-cost inter-institutional academic alliances.
- ✓ Establish a situational monitoring, evaluation, and institutional sustainability framework to guarantee the long-term continuity and continuous improvement of the plan.

➤ *Justification of the Research*

- *Theoretical Justification:*

This study contributes to modern public management literature under fiscal austerity by demonstrating that workforce training in public healthcare administration

must not be treated as a disposable luxury or accessory cost, but as a strategic, systemic driver of organizational capability (Chiavenato, 2019; Robbins & Judge, 2021).

- *Methodological Justification:*

By integrating Participatory Action Research (PAR) with Carlos Matus' Situational Strategic Planning (SSP) through an Explanatory Sequential Mixed Design (DEXPLO) and a full population census, this study provides a robust, replicable, and methodologically validated protocol for diagnostic and strategic intervention in public sector organizations.

- *Practical and Social Justification:*

Modernizing the technical and administrative capabilities of human resource analysts directly accelerates the processing of payroll, pensions, scale advancements, and labor benefits across Táchira's health network. Eliminating administrative backlogs directly improves healthcare worker morale, reduces labor friction, and ultimately enhances the quality and promptness of health services delivered to over one million citizens.

➤ *Background, Theoretical, and Legal Foundations*

- *Selected Background:*

At the international level, Guerrero Espinel et al. (2025) highlighted the imperative of continuous public health education tailored to regional Latin American realities. Vélez et al. (2025) demonstrated in Ecuador that structured administrative training directly determines service continuity in public health networks. Nationally, Ramírez Pérez (2025) established that administrative training deficits in Venezuelan hospitals trigger severe job dissatisfaction and workflow disruption. Regionally, Colmenares (2022) diagnosed critical training gaps in health personnel in Táchira State, confirming the necessity of situated learning paths.

- *Theoretical Foundations:*

The study is anchored in Carlos Matus' Situational Strategic Planning (SSP), which posits that planning in complex public environments requires constant actor analysis and situational control; Competency-Based Management Theory (Betancourt, 2025); and the strategic human resource frameworks established by the Pan American Health Organization (PAHO, 2022, 2025) and the World Health Organization (WHO, 2025), which mandate ongoing, flexible in-service professionalization.

- *Legal Framework:*

The proposal is legally grounded in the Constitution of the Bolivarian Republic of Venezuela (Arts. 89, 141, 146), which establishes public service efficiency and labor rights; the Public Function Statute Law (Arts. 68, 70), mandating continuous training as a public duty; the Organic Labor Law (LOTTT, Arts. 294, 311), protecting worker education; and the Law on Administrative Simplification of Procedures.

II. METHODOLOGY

➤ Approach and Type:

Mixed-methods approach (qualitative-quantitative) under an Explanatory Sequential Design (DEXPLO). Applied prepositive projective research (feasible project), aligned with the socio-critical paradigm and PAR.

➤ Population and Sample:

Finite population of 75 public servants working in CORPOSALUD's Human Talent Division. A total population census was conducted (N = n = 75), eliminating sampling error.

➤ Techniques and Instruments:

Structured survey, document analysis, and expert validation. Instrument: Mixed Structured Questionnaire consisting of 28 items (20 Likert-scale items [1-5] and 8 open-ended qualitative items). Content validity verified by 3 academic experts, achieving high internal consistency (Cronbach's $\alpha = 0.88$).

➤ Data Processing:

Descriptive statistical analysis using arithmetic means (bar;X) evaluated against a standardized diagnostic scale: 1.00–2.49 (Critical/High Gap), 2.50–3.49 (Moderate Gap), and 3.50–5.00 (Optimal/Strength).

III. RESULTS AND DISCUSSION

Table 1 Summary of Mean Scores for Competencies and Institutional Factors (N=75).

Indicator / Research Dimension	Mean (&bar;X)	Diagnostic Status
P1. Payroll & Settlement System Mastery	1.93	Critical (High Gap)
P2. Digital Performance Evaluation Tools	1.72	Critical (High Gap)
P3. Ethical Principles Application in Management	4.57	Optimal (Moral Strength)
P4. Work Team Leadership	3.09	Moderate (Medium Gap)
P5. Interdepartmental Communication Quality	2.47	Critical (High Gap)
P6. Labor Conflict Resolution	2.49	Critical (High Gap)
P7/P8. Budgetary Sufficiency for Training (Past 3 years)	1.29	Critical (Financial Suffocation)
P12. Organizational Culture Rewarding Achievement	2.20	Critical (High Gap)
P15. Expectation of Efficiency Improvement via Plan	4.81	Optimal (High Acceptance)

➤ Discussion of Findings:

Data triangulation reveals a sharp structural asymmetry within the Division. On one hand, critical technical gaps exist in core functional areas, such as automated payroll processing (bar;X=1.93) and digital performance evaluations (bar;X=1.72), directly causing severe administrative delays. On the other hand, the staff exhibits extraordinary moral strength and ethical commitment (bar;X=4.57). Financially, 100% of workers reported zero budget allocated for training (bar;X=1.29). Importantly, 92% of employees expressed willingness to

participate in peer-led internal training, and 86.7% supported university partnerships (UPTNTMS, UNA, UNEM) as sustainable, zero-cost self-management mechanisms.

IV. PROPOSED STRATEGIC PLAN

The proposed Strategic Plan is structured under an Integrated Multidimensional Design, organized into four (4) transformative axes engineered to eliminate competency gaps at zero financial cost:

Table 2 Multidimensional Operational Matrix of the Strategic Plan (2026-2030).

Axis / Program	Transformative Actions	Annual Goals	Zero-Cost Strategy / Resources
Axis I: Technical-Instrumental • Prog. 1: Efficient Payroll. • Prog. 2: Digital Evaluation.	Guided workshops on settlement criteria unification and automated spreadsheet template development.	2026: 50% trained. 2027-2030: 100% technical staff certified.	Division computers and internal corporate tech laboratories.
Axis II: Socio-Relational • Prog. 3: Institutional Bridges. • Prog. 4: Leadership & Mediation.	Interdepartmental workshops with health districts; assertive communication and conflict resolution sessions.	2 bi-annual meetings & 2 annual pilot refresher workshops.	Corporate auditorium, digital newsletters, and existing paper stock.
Axis III: Co-Management Viability • Prog. 5: University Synergy. • Prog. 6: Worker Circles.	Zero-cost university agreements (UPTNTMS/UNEM) & Internal Facilitator Bank setup.	2026: 1st Framework Agreement. 2027-2030: 2 accredited diplomas & 100% internal onboarding.	Endogenous intellectual capital of senior staff and university certification.
Axis IV: Situational Control • Prog. 7: Monitoring Room.	Quarterly monitoring meetings and metric tracking for processing time reduction in pensions and payroll.	Quarterly management evaluation reports (2026-2030).	Automated indicator templates built under Axis I.

V. CONCLUSIONS AND RECOMMENDATIONS

➤ Conclusions

- The diagnosis confirmed severe operational gaps in hard technical competencies (payroll automation and digital performance evaluation), contrasted by robust ethical commitment and high organizational readiness among personnel.
- Financial suffocation prevents external training contracts, validating Situational Strategic Planning (SSP) and Participatory Action Research (PAR) as optimal frameworks for public sector strategic management.
- The viability of the Strategic Plan (2026-2030) relies entirely on mobilizing endogenous intellectual capital, peer learning in Worker Circles, and zero-cost strategic university alliances.
- The Integrated Multidimensional Plan provides a technically, legally, and socially sustainable model for modernizing health sector administration in Táchira State.

➤ Recommendations

- *To CORPOSALUD Board of Directors:*
Formally enact and institutionalize the Strategic Training Plan (2026-2030) as a binding internal public policy.
- *To the Human Talent Division:*
Establish formal agreements for prior learning recognition and continuous training accreditation with regional public universities.
- *To the Research Collective:*
Activate the Internal Facilitator Bank and operationalize the Quarterly Monitoring Room to guarantee sustained performance tracking.

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