

Monitoring and Evaluation Indicators to Optimize Human Talent Document Management at CORPOSALUD

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Abstract

Document management is a strategic component for strengthening administrative efficiency and transparency in public health institutions. The objective of this research was to design monitoring and evaluation indicators to optimize human resources document management at the Táchira State Health Corporation (CORPOSALUD). The study was conducted within the positivist paradigm, employing a quantitative approach, a descriptive scope, a field research design, and an applied research modality with a proposal-oriented component. The study population consisted of ten employees assigned to the Human Resources Division. An eleven-item dichotomous questionnaire was used; it was validated through expert judgment, and its reliability was determined using the Kuder-Richardson (KR-20) coefficient. The results revealed strengths in document organization but also weaknesses regarding the absence of protocols, indicators, and systematic monitoring and evaluation mechanisms. In response to these findings, an indicator model was designed based on criteria of efficiency, effectiveness, and document integrity. The study concludes that the proposal strengthens human resources document management, facilitates decision-making, and contributes to the continuous improvement of administrative processes in public health institutions.

Keywords: Document Management; Indicators; Human Talent.

International Classification Code: 5909.01 – Administrative Management.

I. INTRODUCTION

Transformations in public administration over recent decades are driving the adoption of management models focused on efficiency, transparency, accountability, and continuous improvement. Faced with this reality, public institutions confront the challenge of strengthening their organizational capabilities by optimizing their administrative processes. Among these, the document management of human resources constitutes a strategic component, as it ensures the availability, integrity, authenticity, and traceability of information essential for decision-making and the fulfillment of legal and institutional responsibilities.

Personnel files constitute the primary documentary basis for human talent management, as they systematically record the administrative history of employees. These

documents compile information regarding hiring, training, performance evaluation, promotions, employment benefits, and termination of employment. Consequently, their proper management extends beyond mere record-keeping, strengthening institutional management, legal certainty, and administrative transparency.

Records management has evolved from a perspective centered on document preservation to a comprehensive approach based on managing information throughout its entire lifecycle. Shepherd and Yeo (2003) maintain that this process encompasses the planning, organization, control, preservation, and disposition of records, with the aim of ensuring their authenticity, reliability, integrity, and availability. In line with this approach, the ISO 15489-1:2016 standard recognizes records management as a strategic process that contributes to organizational efficiency, institutional governance, and continuous

improvement through the systematic control of recorded information.

In recent years, records management has incorporated processes associated with digital transformation, interoperability, and the management of electronic documents. The International Council on Archives (2023) notes that modern records management systems must ensure information traceability, facilitate timely access to documents, and strengthen institutional governance through standardized procedures. Complementarily, ISO 30301:2022 establishes that records management systems contribute to improved organizational performance, transparency, and decision-making based on reliable information.

New Public Management promotes the incorporation of monitoring and evaluation mechanisms that enable the measurement of administrative process performance and guide decision-making toward the achievement of results. Osborne and Gaebler (1992) argue that public institutions must evolve toward management models grounded in efficiency, continuous evaluation, and the creation of public value. In this context, monitoring and evaluation indicators serve as essential tools for tracking process performance, identifying deviations, implementing corrective actions, and enhancing the quality of institutional management. The Organisation for Economic Co-operation and Development (OECD, 2023) notes that evaluation using indicators is a necessary practice for increasing efficiency, strengthening transparency, and consolidating results-oriented public management models.

In Latin America, the modernization of public management has fostered the implementation of document management systems aimed at strengthening transparency, digital transformation, and timely access to information. Despite these advances, various public organizations continue to face challenges regarding the standardization of document procedures, limited process automation, insufficient staff training, and the infrequent use of indicators to evaluate document management performance. These limitations hinder administrative efficiency and restrict the availability of reliable information for decision-making.

The Economic Commission for Latin America and the Caribbean (ECLAC, 2023) maintains that the digitalization of administrative processes requires document management systems capable of ensuring information integrity, institutional interoperability, and permanent evaluation mechanisms. These elements foster administrative efficiency and strengthen the capacity of public organizations to respond to citizens' demands.

In Venezuela, these limitations are particularly significant given the need to strengthen the institutional capacity of public agencies in the face of scenarios marked by growing social demands and operational constraints. In the health sector, institutions need to consolidate document management systems that ensure information integrity, administrative continuity, and adherence to the principles

of legality, efficiency, and transparency. Against this backdrop, the Táchira State Health Corporation (CORPOSALUD) the agency responsible for coordinating the regional public health network requires mechanisms to strengthen human resource document management through systematic monitoring and evaluation processes.

The incorporation of indicators will make it possible to objectively evaluate the performance of these processes, identify opportunities for improvement, and generate useful information to support strategic and operational decisions.

Recent scientific literature reveals growing interest in designing management indicators as tools to assess institutional performance and foster continuous improvement. In this regard, research on records management highlights the importance of incorporating evaluation mechanisms aimed at measuring the efficiency of document-related processes, optimizing file management, and strengthening information governance. However, a review of the scientific literature shows that there are few studies specifically focused on designing monitoring and evaluation indicators for human resources records management in public health institutions, particularly within the Venezuelan context.

Various studies conducted at public institutions have demonstrated that the use of indicators facilitates the control of document-related processes and improves the quality of information used for institutional management. Recent studies also highlight that systematic evaluation enables the identification of operational weaknesses, the optimization of resources, and the strengthening of administrative transparency, particularly in healthcare sector organizations.

This gap in knowledge highlights the need to develop methodological tools that allow for the systematic evaluation of human resources document management and transform the information generated by administrative processes into evidence useful for decision-making, institutional planning, and continuous improvement; the incorporation of monitoring and evaluation indicators facilitates the objective measurement of document management performance, provides reliable information for institutional management, and contributes to strengthening administrative efficiency, transparency, and the proper management of personnel files in public health sector institutions.

The scientific significance of this research lies in the development of a monitoring and evaluation indicator model applicable to human talent document management, providing a methodological tool adaptable to other public institutions with similar characteristics; at the institutional level, the proposal fosters the strengthening of administrative processes, improves the availability and reliability of information, and contributes to evidence-based decision-making.

In light of the identified issues and the gap in the literature, the objective of this research is to design monitoring and evaluation indicators to optimize human resources document management at the Táchira State Health Corporation (CORPOSALUD). This will be achieved by diagnosing the current state of document-related processes, identifying factors affecting their performance, and formulating a model based on criteria of efficiency, effectiveness, and document integrity.

II. METHODOLOGY

The research was conducted within the Human Talent Division of the Táchira State Health Corporation (CORPOSALUD)—located in the city of San Cristóbal, Táchira State, Venezuela—during 2025. The study was framed within the positivist paradigm, as this allowed for the analysis of the phenomenon under study through objective observation and the measurement of variables, thereby generating quantifiable information to support the design of an improvement proposal.

A quantitative approach was adopted, focused on collecting and analyzing numerical data to describe the state of human talent document management and to provide a basis for designing monitoring and evaluation indicators. The study was an applied research project with a descriptive scope and a proposal-oriented component; in addition to characterizing the existing situation, an indicator model was designed to optimize human talent document management at CORPOSALUD.

The research design was field-based, non-experimental, and cross-sectional: field-based because the information was obtained directly from the context where the phenomenon occurs; non-experimental because the variables were not deliberately manipulated; and cross-sectional because the data were collected at a single point in time.

The study population consisted of the ten (10) employees assigned to the Human Talent Division of CORPOSALUD who were directly involved in processes related to human talent document management. Given the small number of participants, the entire population was included; therefore, no sampling procedures were required, resulting in a census sample.

The variable under study was the document management of human talent, operationalized through dimensions related to efficiency, effectiveness, and document integrity; these dimensions enabled an assessment of the status of document processes and served as the basis for designing the monitoring and evaluation indicator model.

A survey was used as the data collection technique, while the instrument consisted of a dichotomous questionnaire comprising eleven (11) items with "Yes"

and "No" response options, designed in accordance with the research's specific objectives. The instrument underwent a validation process involving expert judgment, with experts evaluating the relevance, clarity, and coherence of each item. Reliability analysis yielded a KR-20 coefficient of 0.87, considered adequate to ensure the instrument's internal consistency.

Data collection was conducted in person, following institutional authorization and informed participant consent; subsequently, the data were organized, coded, and processed using descriptive statistics specifically absolute frequencies and percentages to analyze variable behavior and facilitate the interpretation of the results.

Based on the findings from the diagnostic phase, a model of monitoring and evaluation indicators was designed to optimize human resources document management; the proposal was structured around criteria of efficiency, effectiveness, and document integrity, with the aim of providing a methodological tool to facilitate the monitoring, evaluation, and continuous improvement of document-related processes at CORPOSALUD.

Throughout the research, ethical principles applicable to studies involving human participants were upheld, ensuring the confidentiality of information, participant anonymity, and the exclusive use of data for academic and scientific purposes. Furthermore, the research was authorized by the competent authorities of the Táchira State Health Corporation for implementation within the Human Talent Division.

III. RESULTS

The results are presented in accordance with the specific research objectives, showing the main findings obtained through the administration of the questionnaire to the ten (10) employees assigned to the Human Talent Division of the Táchira State Health Corporation (CORPOSALUD).

➤ *Assessment of Human Talent Document Management*

Administering the questionnaire made it possible to identify strengths and weaknesses in the management of human resources documentation at CORPOSALUD. Regarding strengths, 100% of participants confirmed the existence of procedures for organizing and classifying personnel files, while 80% stated that access to information is rapid, that a procedure for the final disposition of files exists, and that document management aligns with institutional objectives. Likewise, 80% considered the information contained in the files to be consistent and reliable for supporting decision-making. Overall, these results demonstrate that the institution has basic processes in place for document management; however, the findings also reveal areas requiring strengthening to consolidate a monitoring and evaluation system geared toward continuous improvement.

Table 1 Summary of the Main Diagnostic Findings

Aspect evaluated	Result
Organization and classification of files.	100%
Timely Access to the files.	80%
Documented final disposition.	80%
Alignment with institucional objectives.	80%
Reliable information for decisión making	80%
Protocol for creating new files.	60%
Document management training.	0%
Formal implementation plan.	0%
Collection guidelines	0%

Source: Mendoza 2025

➤ Factors Affecting Document Management

The results also identified weaknesses limiting the performance of document management. All respondents indicated that the personnel responsible have not received training in modern archiving and document management techniques. Likewise, every respondent noted the absence of a formal plan to implement a document management model and a lack of guidelines for collecting data to track indicators. Furthermore, 40% pointed out the absence of a clearly defined protocol for creating new files, while 20% stated that information access, final document disposition, alignment with institutional objectives, and file reliability offer opportunities for improvement. These findings highlight the need to strengthen mechanisms for controlling, monitoring, and evaluating document-related processes.

➤ Design of the Monitoring and Evaluation Indicator Model

The diagnostic results enabled the design of a monitoring and evaluation indicator model aimed at optimizing human resources document management at CORPOSALUD. The model was structured around three dimensions efficiency, effectiveness, and document integrity defined based on the key strengths and

opportunities for improvement identified during the research process.

The efficiency dimension incorporates indicators designed to assess the timeliness of file creation and updating, information availability, and response times for inquiries. The effectiveness dimension comprises indicators aimed at verifying adherence to established procedures, the scope of document-related processes, and the degree of alignment with institutional objectives. Finally, the document integrity dimension encompasses indicators related to the completeness, authenticity, reliability, preservation, and traceability of employment files.

For each indicator, the model defines its objective, calculation formula, unit of measurement, evaluation frequency, the person responsible for monitoring, the target, and interpretation criteria. This structure provides a tool for the systematic monitoring of document management, facilitates the identification of opportunities for improvement, and generates objective information to support decision-making and strengthen administrative efficiency at CORPOSALUD.

Table 2 Structure of the Indicator Model

Dimension	Indicators
Efficiency	Update time, opportunity, availability.
Effectiveness	Compliance with procedures, document coverage
Document integrity	Integrity, authenticity, traceability, preservation

Source: Mendoza (2025)

IV. DISCUSSIONS

The results demonstrate that human resources document management at the Táchira State Health Corporation possesses strengths regarding the organization and preservation of personnel files; however, they also reveal weaknesses associated with the lack of systematic monitoring and evaluation mechanisms, the absence of standardized protocols, and limited use of indicators to track the performance of document-related processes. These findings highlight the need to strengthen document management through tools that enable the transformation of administrative information into useful evidence for decision-making.

The results are consistent with the principles established by the ISO 15489-1:2016 standard, which stipulates that records management must be carried out through systematic processes that ensure the authenticity, reliability, integrity, and availability of records throughout their entire lifecycle. In this regard, the absence of indicators limits the institutional capacity to evaluate the performance of records management processes and hinders the implementation of actions aimed at continuous improvement.

Similarly, the findings align with the perspective of Shepherd and Yeo (2003), who maintain that records management is a strategic process integrating the creation, organization, preservation, access, and final disposition of documents as part of institutional operations.

Consequently, the existence of records management procedures lacking monitoring mechanisms limits the ability to verify their effectiveness and diminishes the potential of information as a resource for organizational management.

In the realm of public management, the results support the principles set forth by Osborne and Gaebler (1992), who emphasize that public organizations should gear their operations toward continuous performance evaluation and the achievement of measurable results. Within this model, indicators serve as essential tools for enhancing administrative efficiency, increasing institutional transparency, and fostering accountability aspects that are particularly relevant for organizations responsible for delivering public health services.

One of the research's key contributions is the design of a monitoring and evaluation indicator model structured around the dimensions of efficiency, effectiveness, and document integrity. Unlike studies focused solely on diagnosing archival processes, this proposal incorporates indicators that include measurement criteria, calculation formulas, designated personnel for monitoring, evaluation frequency, and interpretation parameters, thereby providing a methodological tool for the continuous monitoring of human resources document management.

In practical terms, the model facilitates the timely identification of deviations in document-related processes, improves information availability for decision-making, and strengthens institutional capacity to plan continuous improvement actions. Furthermore, its structure allows the indicators to be adapted for other public organizations managing employment records with similar characteristics, thereby extending the proposal's scope beyond the specific context of CORPOSALUD.

Nevertheless, the results must be interpreted in light of the study's methodological characteristics. The research was conducted at a single public health institution with a total population of ten participants; therefore, the findings reflect the organizational reality of CORPOSALUD and are not intended to be automatically generalized to all public sector institutions. Consequently, applying the model in other contexts requires validation processes that take into account the organizational, regulatory, and operational specificities of each institution.

In summary, the research demonstrates that incorporating monitoring and evaluation indicators strengthens human resources document management by providing objective information for the control, assessment, and continuous improvement of administrative processes; thus, the study expands existing knowledge regarding the application of document management indicators in public health institutions and offers a methodological proposal that can be adapted and validated in future research conducted within other public administration bodies.

V. CONCLUSIONS

Research shows that human talent document management at the Táchira State Health Corporation presents opportunities for improvement regarding the implementation of systematic monitoring and evaluation mechanisms. Although document organization and preservation processes function at an acceptable level, the absence of indicators limits performance monitoring, objective process evaluation, and evidence-based decision-making.

The design of the monitoring and evaluation indicator model aligns with the research objective by providing a methodological tool aimed at optimizing human resource document management. Integrating indicators based on criteria of efficiency, effectiveness, and document integrity facilitates the control of administrative processes, strengthens information traceability, and contributes to the continuous improvement of institutional management.

The study's primary scientific contribution lies in the formulation of an indicator model applicable to the document management of human talent in public health institutions. The proposal expands knowledge regarding the incorporation of assessment tools into document administration and offers a methodology adaptable to other public organizations with similar needs, thereby strengthening administrative management and institutional transparency.

In practical terms, implementing the model provides objective information to evaluate the performance of document related processes, identify opportunities for improvement, optimize the management of employment records, and support institutional planning through verifiable indicators. Consequently, the proposal serves as a supporting tool for results oriented public management and accountability.

Study limitations include the fact that the research was conducted at a single public institution with a total population of ten participants, a circumstance that restricts the generalizability of the findings to other organizational contexts. Furthermore, the proposed model did not undergo a phase of implementation and longitudinal evaluation; therefore, its operational performance will need to be verified through future studies.

It is recommended that future research implement and validate the indicator model across various public health institutions, incorporate electronic document management tools, and analyze the impact of the indicators on administrative efficiency, information quality, and decision making; these lines of research will contribute to consolidating document management models that are more efficient and aligned with the digital transformation processes of public administration.

In summary, the design of monitoring and evaluation indicators constitutes a viable strategy for optimizing

human resource document management in public health institutions; the developed proposal strengthens institutional capacity to oversee administrative processes, fosters evidence based decision making, and provides a methodological tool that contributes to enhancing efficiency, transparency, and continuous improvement in public management.

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