

Workforce Development Plan Workbook



For questions or further support with this workbook, please contact:

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As your health department begins the process of developing a workforce development plan, we encourage you to utilize the following workbook to ensure that your agency includes the information required under the Public Health Accreditation Board's (PHAB) Standard 8.2. This workbook aligns with the Workforce Development Template provided by the Michigan Public Health Institute. As you progress through the workbook, consider the questions provided to guide your thinking and what you will include in your agency's workforce development plan.

Agency Profile

Mission and Vision

To help demonstrate alignment across the health department include the mission and vision statements at the beginning of the workforce development plan. The mission and vision statements are traditionally located on the health department's website and can also be located in the health department's Strategic Plan.

Location and Population Served

For this section, consider the following questions:

1. Where is the health department located within Michigan?

2. Describe the jurisdiction served. Does the health department serve multiple counties?

3. What is the total population of the area being served?

4. Provide demographic information about the population being served (This information can be found in the health department's Community Health Assessment or the US Census can be a good resource for this information).

- a. Race/Ethnicity _____

- b. Gender _____

- c. Education _____

- d. Median Household Income _____

- e. Unemployment Rate _____

- f. Poverty Rate _____

Governance

Provide background information on the Board of Health/Governing body that is associated with the health department.

1. Is the local governing entity a Board of Health, County Commissioners, etc.?

2. How many members comprise the governing body?

3. How is the governing body involved with establishing policies/plans? Is there a process for the governing body to approve policies/plans?

4. How will the governing body sign off on this workforce development plan? Include the date that the policy is approved.

Organizational Structure

Provide a brief list of the different divisions in the health department and the programs and services that are available. If your department has an organizational chart/diagram, you can include that as an appendix at the end of the workforce development plan. This information is usually located with Administration/Human Resources.

Learning Culture

Describe your agency's learning environment/culture and how your workforce development plan contributes to the overall desired culture of learning. Learning culture can be defined as:

"A set of organizational values, conventions, processes, and practices that encourage individuals- and the organization as a whole- to increase knowledge, competence, and performance¹.

Consider the following about your health department's learning culture.

1. How staff development is addressed/engrained across the department by being included in your strategic plan? Or other plans?

¹ Oracle Human Capital Management. "Seven Steps to Building a High-Impact Learning Culture"

2. What kind of training is done at new hire orientation?

3. What kind of training is ongoing?

4. What types of training are required for all staff?

5. How do you address mentorship and succession planning?

6. What opportunities do staff have to share their expertise with other staff?

7. How is professional development addressed in performance reviews?

8. Does the health department provide a list of training opportunities to staff? Where is the list of trainings located? How often is it updated or shared?

9. Are staff able to attend conferences or other types of professional development opportunities?

Workforce Policies

Describe any existing workforce policies that support staff workforce development, such as tuition reimbursement or trainings. Also, provide information on the location of these policies, such as the health department's website, and how staff can access/reference them. *(Include only if your health department has existing workforce development policies in place.)*

Funding

Consider the following questions when addressing your departments funding structure.

1. How do you support workforce development activities?

2. Does the health department offer support/opportunities for Continuing Education/Tuition Reimbursement? If yes, please describe.

3. Do you take advantage of free trainings?

4. Do you have training/funding available through county government?

Workforce Profile

Current Workforce Demographics

Provide an overview of your health department’s demographic profile. The data for this section can be found in the workforce assessment, other agency plans, and Human Resources documentation. The data can be presented in a table format. (See example below)

Demographic Information	Number/Percentage
Total Number of Employees	
Total Number of FTE	
Occupation Categories	
<i>List Categories Here</i>	
Age	
<i>List Categories Here</i>	
Race/Ethnicity	
<i>List Categories Here</i>	
Gender	
<i>List Categories Here</i>	
Retention Rate	
Retiring in the next 5 years	

Future Workforce

Consider what the future of your health department’s workforce might look like and any workforce issues the health department might face. (For example: retirement and succession planning, technology advancements, certification requirements, and population growth)

1. After reviewing the current workforce demographic data, what workforce/staffing issues does the health department foresee?

- Tier 1- Front Line Staff/Entry Level: public health professionals who carry out the day-to-day tasks of public health organizations and are not in management positions. Responsibilities of these professionals may include data collection and analysis, fieldwork, program planning, outreach, communications, customer service, and program support.
- Tier 2- Program Management/Supervisory Level: public health professionals in program management or supervisory roles. Responsibilities of these professionals may include developing, implementing, and evaluating programs; supervising staff; establishing and maintaining community partnerships; managing timelines and work plans; making policy recommendations; and providing technical expertise.
- Tier 3- Senior Management/Executive Level: public health professionals at a senior management level and to leaders of public health organizations. These professionals typically have staff who report to them and may be responsible for overseeing major programs or operations of the organization, setting a strategy and vision for the organization, creating a culture of quality within the organization, and working with the community to improve health.

Assessment Results

Provide the general demographic findings from the workforce assessment. This information can be found in the assessment report that MPHI provided and can be represented in tables and charts. Data represented here can also be compared over time. Report the following measures by tier:

- a) Length of time with the health department
- b) Respondents leaving within 5 years
- c) Satisfaction statements
- d) Training Information (Additional training needed; Reasons to participate in training; Barriers to training; Training delivery)

Core Competency Results

Briefly list the core competencies and provide a summary of the potential answer choices for the survey. Highlighting those that have a mean score that falls below 3.00. This information can be found in the assessment report that MPHI provided (Please see the example table).

Domain/Skill Set	Core Competency Tier			
	Tier 3	Tier 2	Tier 1	Tier A
	Mean Score	Mean Score	Mean Score	Mean Score
Analytical/Assessment Skills				
<i>Description: Identify and understand data, turn data into information for action, assess needs and assets to address community health needs, develop a community health assessment, and use evidence for decision making.</i>				
Policy Development/Program Planning Skills				
<i>Description: Determine needed policies and programs, advocate for policies and programs, plan, implement, and evaluate policies and programs, develop and implement strategies for continuous quality improvement, and develop and implement a community health improvement and a strategic plan.</i>				
Communication Skills				
<i>Description: Assess and address population literacy, solicit and use community input, communicate data and information, facilitate communications, and communicate the roles of government, health care and others.</i>				
Cultural Competency Skills				
<i>Description: Understand and respond to diverse needs, assess organizational cultural diversity and competence, assess effects of policies and programs on different populations, and take action to support a diverse public health workforce.</i>				
Community Dimensions of Practice Skills				
<i>Description: Evaluate and develop linkages and relationships within the community, maintain and advance partnerships and community involvement, negotiate for use of community assets, defend public health policies and programs, evaluate effectiveness and improve community engagement.</i>				
Public Health Sciences Skills				
<i>Description: Understand the foundation and prominent events of public health, apply public health sciences to practice, critique and develop research, use evidence when developing policies and programs, and establish academic partnerships.</i>				
Financial Planning and Management Skills				
<i>Description: Engage other government agencies that can address community health needs, leverage public health and health care funding mechanisms, develop and defend budgets, motivate personnel, evaluate and improve program and organization performance, and establish and use performance management system to improve organization performance.</i>				
Leadership and Systems Thinking Skills				
<i>Description: Incorporate ethical standards into the organization, create opportunities for collaboration among public health, health care, and other organizations, mentor personnel, adjust practice to address changing needs and environment, ensure continuous quality improvement, manage organizational change, and advocate for the role of governmental public health.</i>				

Prioritization Results

During a facilitated consensus workshop, the Regional Workforce Development Workgroup established three priority areas: Regional Training Plan, Evaluation, & Recruit, Retain, and Develop. Briefly describe the process of selecting priorities and, if the health department chooses to focus on other priority areas discuss them here.

If the health department would like to include other priority areas. Consider the following steps and questions to determine where to focus attention:

1. As a team, review the workforce assessment data/evaluation report.
 - a. What data sticks out? What areas do you feel that the health department is doing well in? What areas do you feel have opportunities for improvement?

2. Give each team member time to individually write down ideas for priority areas they feel the health department should focus attention.
3. As a team, discuss the different ideas and combine/cluster similar ideas together.
4. Once the team has finished clustering similar ideas together, decide on a title for each cluster (This will be the preliminary name of a priority area). Questions to spur discussion:
 - a. What 3-7 words are most inclusive of all the cards in the cluster?
 - b. What title encompasses all of the insights represented on the cards?

5. Finally, as a group discuss which priority area the health department should start with. Consider the following questions:
 - a. What priority area are you most excited about? Where are you feeling uneasy or uncomfortable?
 - b. What breakthroughs or new insights did you have? Has anything been left out?
 - c. What are the practical next steps? Who is responsible for the different steps?

Training Needs

Competency Based Training Needs

Provide information on the training needs that your health department has based on the data from the assessment survey and the efficiencies excel file.

1. Based on the assessment results, which core competency areas could benefit from having a training available?

2. Are there existing trainings available or would new trainings need to be created? Is there an opportunity for regional training?

3. Are there any other needed or desired training, which staff have identified through another assessment?

Barriers and Solutions

1. What challenges does the health department anticipate when providing training opportunities to staff?

2. How will the health department mitigate the potential barriers/challenges to trainings?

Workforce Development Goals

Based on the priority areas identified, the health department will develop a set of goals and objectives related to workforce development.

As part of the Regional Workforce Development project, the workgroup established a set of regional goals and objectives. Include the Workforce Development action plans that outline the goals, objectives, and action steps in this section (see example template below). If the health department would like to add additional goals, consider following the steps and questions outlined below.

1. Draft a goal statement for each priority area. These statements should state the general direction that the health department wants to go for this priority. It will be refined throughout the finalization process.
 - a. What is the desired status or outcome for the priority area?
 - b. What are we trying to achieve for our health department?
 - c. What do we need to do to significantly change the current status and move toward a desired status?

2. Next, draft objectives for the goal statement. Objectives are specific strategies that the health department will take to accomplish a larger goal. Begin each objective with an action word such as develop, create, determine, evaluate, etc.
 - a. What strategies need to be implemented to accomplish the goal?
 - b. When will the objective be accomplished?

- c. For each objective, begin thinking about who would be responsible for ensuring that the objective is met.

Goal:
Objective 1:
Objective 2:
Objective 3:

- 3. Finally, draft specific action steps needed to accomplish the objectives by the designated timeframe.
 - a. Brainstorm how to achieve your objective and list out the step process that you will need to take.
 - b. For each step, discuss a target date as it relates to the data that the objective will be completed.
 - c. Begin thinking about who would be responsible for ensuring that each of the action steps are met.

Objective 1:			
Action Steps	Target Date	Resources Required	Lead Person/ Responsible Party

Workforce Development Action Plan Template

GOALS:					
Objectives	Data Source/s Frequency of collection/review	Baseline	Target Date	Lead Person/Responsible	
1)					
2)					
3)					
OBJECTIVE #1:					
WORKPLAN					
Action steps	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes
OBJECTIVE #2:					
WORKPLAN					
Action steps	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes
OBJECTIVE #3:					
WORKPLAN					
Action steps	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Progress Notes

Curriculum and Training Schedule

Please provide a list of required trainings for staff at your health department (such as HIPPA, Blood Borne Pathogens, etc.). Be sure to include a description of the training, which staff members it is required for, if it addresses a particular competency, and how often the training needs to be completed.

Topic	Description	Target Audience	Competencies Addressed	Schedule	Resources

Implementation and Monitoring

Communication

1. How the plan will be communicated to staff, leadership, Board members, etc.?

2. Will the plan be shared electronically? Where will the plan be stored so that it can easily be accessed by staff?

Training Evaluation

For each training that staff participate in at the health department, consider having a training evaluation that will be helpful in determining an increase in knowledge and skill.

1. How and when will the evaluations be distributed?

2. What will the health department do with the results of the evaluation ensure that improvements?

Tracking

1. Currently is there a system in place that tracks staff trainings? If so, how is the tracking system accessed or updated? Who is responsible for ensuring that the tracking system is updated/current?

For tracking, ensure that the following information is being collected:

- Name
- Date
- Location
- Any documentation used during the training
- Completion records (certificate of completion)

Roles and Responsibilities

1. Who will be responsible (individual or committee) for coordination and implementation of the Workforce Development Plan?

2. Who will be responsible for tracking staff participation in trainings?

Review and Maintenance

1. How often will the Workforce Development Plan be reviewed and/or updated to reflect changes in the health department?

2. Who will be responsible for updating the Workforce Development Plan with the new assessment data?
