



Public Health

Workforce Development Plan 2019-2021



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Healthy People in Vibrant Communities

Department of Public Health Vision

DEPARTMENT of PUBLIC HEALTH

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Trudy Raymundo
Director, Department of Public Health

July 1, 2019

Dear Public Health Colleagues,

It is my pleasure to announce the release of the department's 2019 Workforce Development Plan! This plan will guide us in growing, developing and promoting our diverse and talented workforce.

I believe our workforce is the department's most valuable asset. Our frontline staff have a direct and dramatic impact on the lives of the families and individuals we serve. Our clerical and administrative teams are crucial to ensuring quick, accurate and consistent delivery of the services we offer. Our supervisors, coordinators and managers provide direction and encouragement to drive all teams to accomplish our mission. Our executive team influences a culture of learning and ensures our department is working in unison to achieving our vision of healthy people in vibrant communities.

It is imperative that we invest time and energy into finding and hiring the best candidates and ensuring all employees have access to the training, education and resources they need to succeed. The goals, strategies and objectives outlined in this plan are designed to recruit capable and diverse individuals and help staff develop the skills and knowledge needed to excel at their jobs.

I want staff at all levels to take advantage of the programs discussed in this plan. I encourage supervisors and staff to engage one another to discuss the needs of the team and the needs of each individual. I am excited about our future as we work together to develop and support a highly skilled, well-trained and culturally competent workforce.

A handwritten signature in black ink, appearing to be 'Trudy Raymundo'.

Trudy Raymundo

Introduction

The Department of Public Health (DPH) envisions a county with healthy people in vibrant communities. To achieve this, DPH works diligently to deliver essential public health services across the entire county. The Workforce Development Plan (WDP) 2019-2021 outlines the goals, strategies and objectives to support and sustain a strong, capable and valued workforce to deliver these services and achieve the [Countywide Vision](#).

In 2018, DPH conducted two assessments (see page four for details) to identify gaps in the delivery of essential public health services as well as the morale and climate of the workforce. A gap analysis was conducted and eight gaps were identified. To address these gaps, DPH has developed goals to improve in the following areas: organizational communication, understanding purpose and science of public health and the organizational climate for staff. The goals, strategies and objectives outlined in this plan will help to address all gaps identified in the assessments.

The WDP is part of a larger planning framework that includes [Our Community Vital Signs Final Report](#), [Community Transformation Plan](#) and the [DPH Strategic Plan](#). The following plans provide structure, direction and alignment to ensure that department operations achieve the DPH vision of healthy people in vibrant communities.



[Our Community Vital Signs Final Report](#)

Community Health Assessment (CHA)

- Provides a snapshot of the county's health with regards to education, employment, public safety, etc.
- Establishes a health improvement framework to help county departments prioritize actions to improve the quality of life for residents.



[Community Transformation Plan](#)

Community Health Improvement Plan (CHIP)

- Developed to drive implementation of the Countywide Vision's wellness element.
- Establishes community health improvement priorities based on data and input from community members gathered during the 2013 CHA.
- Serves as the DPH CHIP.



[DPH Strategic Plan](#)

- Defines DPH's priorities and sets goals and objectives to measure progress through 2020.
- Aligns with the Countywide Vision and the CHA.
- Drives achievement of DPH's vision and mission.



[DPH Workforce Development Plan](#)

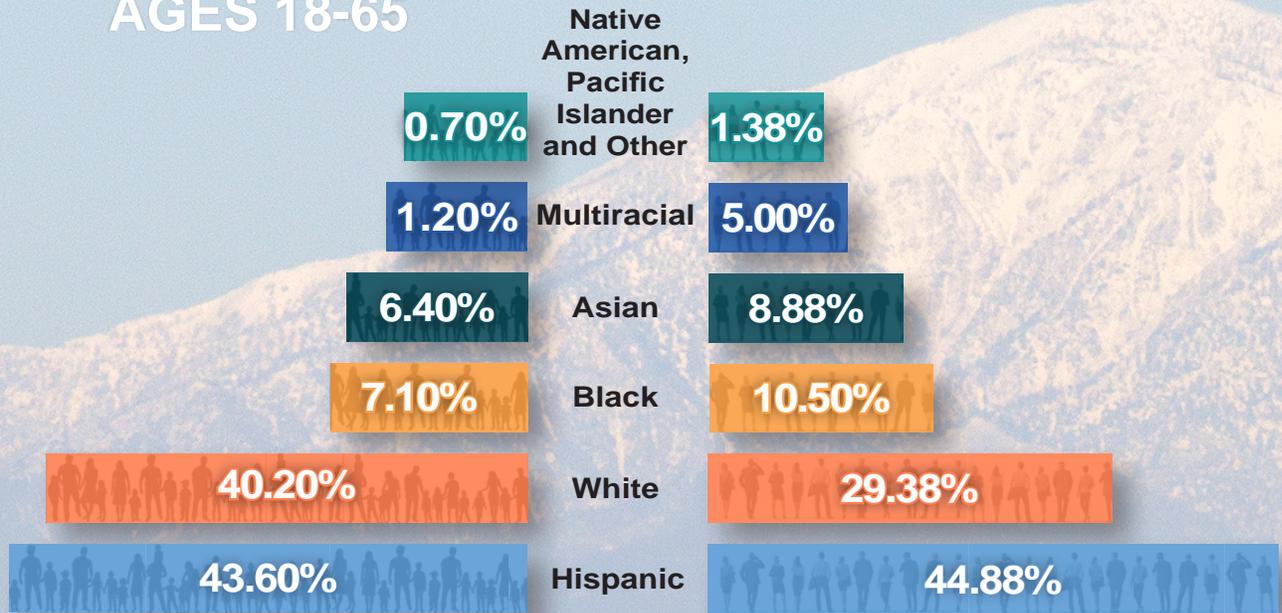
- Defines goals and objectives for workforce needs.
- Establishes strategies for current and future workforce capacity and competency gaps.
- Aligns with the Countywide Vision, Community Transformation Plan and the Strategic Plan 2015-2020.

DPH Workforce Data 2019

Demographics by Race Composition

COUNTY RESIDENTS
AGES 18-65

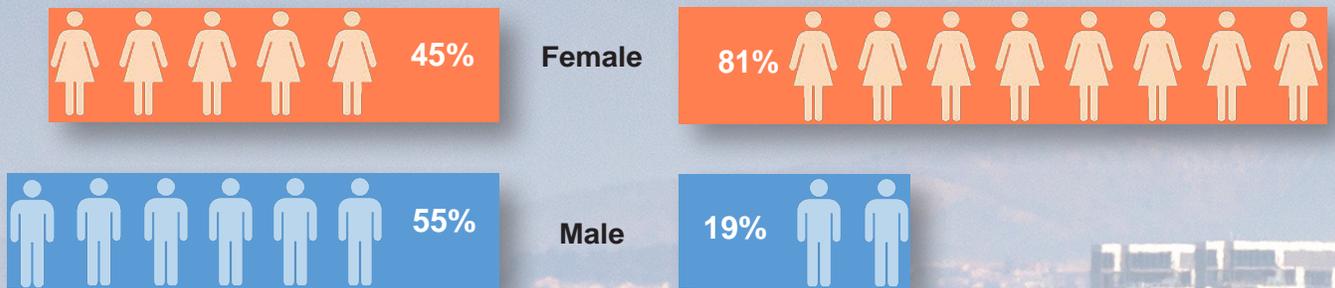
DPH WORKFORCE



Demographics by Gender Composition

COUNTY RESIDENTS
AGES 18-65

DPH WORKFORCE

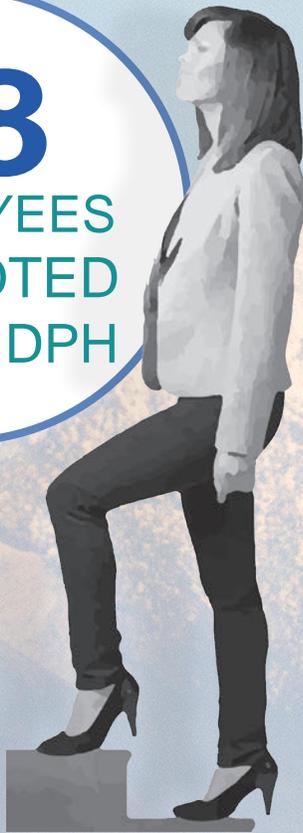


1,012 BUDGETED POSITIONS

822 FILLED POSITIONS

DPH Workforce Data 2019

68
EMPLOYEES
PROMOTED
WITHIN DPH



97
EMPLOYEES
LEFT DPH



PROGRAMS WITH HIGHEST TURNOVER VOLUME

21 FROM CALIFORNIA
CHILDREN'S
SERVICES
PROGRAM

19 FROM CLINIC
OPERATIONS IN
CENTRAL VALLEY

16 FROM WOMAN,
INFANTS AND
CHILDREN

REASONS WHY EMPLOYEES LEFT DPH

23
OTHER
EMPLOYMENT

38
TRANSFER OR
PROMOTION TO
ANOTHER DEPARTMENT

22
RESIGNATION
WITHOUT OTHER
EMPLOYMENT

14
RETIREMENT

Workforce Assessments Summary

In order to determine the skill level and training needs of the current workforce, DPH conducted two workforce assessments:

- [Core Competencies for Public Health Professionals Self-Assessment](#)
- [Public Health Workforce Interest and Needs Survey \(PH WINS\)](#)

Core Competencies Self-Assessment

In July 2018, the [Core Competencies for Public Health Professionals Self-Assessment](#) was administered to the DPH workforce with the assistance of the University of California Los Angeles (UCLA) Fielding School of Public Health. This assessment was designed to assess the training and development needs for the current workforce. The assessment achieved a department-wide response rate of 90%.

The Core Competencies for Public Health Professionals are a set of skills for the practice of public health. Developed by the Council on Linkages Between Academia and Public Health Practices, the Core Competencies reflect foundational skills desirable for professionals engaging in the practice, education and research of public health. The competencies are organized into the following eight skills:

Skill	Description
Analytical/Assessment	Understanding data to determine what is needed to address community health concerns.
Policy Development/ Program Planning	Advocating, planning, implementing and evaluating needed policies and programs for alignment with larger plans.
Communication	Ensuring that information provided to the public is relevant and understandable.
Cultural Competency	Recognizing the diverse needs of different populations both in the community and workforce.
Community Dimensions of Practice	Developing relationships within the community to advance partnerships and community involvement.
Public Health Sciences	Foundational understanding of Public Health Sciences and how they are put into practice.
Financial Planning and Management	Collaborating with other agencies to address community health needs, leveraging funding mechanisms and working with budgets.
Leadership and Systems Thinking	Creating a workplace that promotes growth and collaboration, changes with the needs of the community and is focused on continual improvement.

The assessment grouped the DPH workforce into the following tiers based on career stages for public health:

- **Tier 1a** (Administrative/Clerical staff)
- **Tier 1b** (Front line staff)
- **Tier 2** (Program management/Supervisory staff)
- **Tier 3** (Senior management/Executive staff)

FINDINGS

The Core Competencies Self-Assessment indicated a lack of communication and skill-sharing at all tier levels as well as proficiency by specific tiers for the following skills:

- All tiers: Public Health Sciences
- Tiers 1a, 1b, and 2: Financial Planning and Management
- Tiers 2 and 3: Analytical and Assessment
- Tiers 1a and 1b: Leadership and Systems Thinking

Workforce Assessments Summary

The Core Competencies for Public Health Professionals Self-Assessment included questions focused on the skills and training needs of the workforce. This portion of the assessment allowed employees to prioritize trainings believed to be necessary for themselves, their staff (if applicable) and their supervisors. The results of this assessment identified areas that employees indicated are lacking proficiency for the various workforce tier levels. The table below lists the types of trainings that staff believe would best help them, their staff and their supervisors.

Tier 1a - Administration/Clerical	
Self	Leadership Development Understanding Public Health Systems and Change Community Needs/Resource Assessment
Supervisors	Effective Program Management Developing the Leader in You Conflict Management
Tier 1b - Front Line	
Self	Understanding Public Health Systems and Change Leadership Development What is Public Health? (Public Health 101)
Supervisors	Effective Program Management Leadership Development Program Planning
Tier 2 - Supervisory	
Self	Leadership Development Effective Program Management Financial Planning and Budgeting
Supervisors	Effective Program Management Program Planning Conflict Management
Staff	What is Public Health? (Public Health 101) Time and Self-Management Understanding Public Health Systems and Change
Tier 3 - Executive	
Self	Understanding Public Health Systems and Change Program Evaluation and Evidence-based Public Health Effective Program Management
Staff	What is Public Health? (Public Health 101) Understanding Public Health Systems and Change Leadership Development

FINDINGS

The Core Competencies Self-Assessment indicated a need for training by specific tiers in the following areas:

- All tiers: Understanding Public Health Systems and Change
- Tiers 1a, 1b, and 2: Leadership Development and What is Public Health?
- Tiers 2 and 3: Effective Program Management, Conflict Management and Program Planning
- Tiers 1a and 1b: Time and Self-Management

Workforce Assessments Summary

Public Health Workforce Interest and Needs Survey (PH WINS)

Between September 2017 and January 2018, the [PH WINS assessment](#) was administered department-wide to identify trends in workforce attitudes, morale and climate. Approximately 65% of DPH staff completed the voluntary assessment. The graph below illustrates the top five risk factors for staff separation from DPH for reasons other than retirement within the next five years.

FINDINGS

The PH WINS survey indicated three gaps that can be addressed by the WDP:

- 25% of staff plan on leaving in the next year for reasons including:
 - Disatisfaction with pay
 - Lack of opportunities for advancement
 - Workplace environment
 - Lack of support
 - Dissatisfaction with supervisor
- 45% of staff feel they are not being rewarded for their creativity and innovation.
- 46% of non-supervisory staff indicate they need training to understand the value of the DPH Strategic Plan, the CHA, the CHIP, health equity and the overall purpose of public health.



While DPH may not be able to affect the outcomes of staff planning to separate for higher pay or more promotional opportunities, much can be done to create a work environment where all staff are provided with supportive leadership. This WDP has developed strategies to address these areas of concern within the gaps described on the next page.

Gaps and Goals Identified

The DPH Workforce Development Committee (WDC) was tasked with reviewing the assessments in order to determine the areas of greatest need. Based on the findings of the assessments, eight gaps were identified:

- Gap 1:** Inadequate reciprocal communication between executive staff, supervisory/management staff and front line/administrative staff
- Gap 2:** Public Health Funding Mechanisms and Financial Analysis skills for front line and supervisory staff
- Gap 3:** Public Health Sciences knowledge proficiency at all staffing levels
- Gap 4:** Leadership and Systems Thinking skills for front line/administrative staff
- Gap 5:** Effective training in Program Management, Conflict Management and Program Planning for supervisory and executive staff
- Gap 6:** Understanding of the DPH Strategic Plan, the CHA, CHIP and the overall purpose of public health
- Gap 7:** Supportive workplace environment
- Gap 8:** Reward creativity and innovation

Based on the gaps identified by the assessments, three goals have been developed to address the gaps:

-  **Improve organizational communication**
-  **Improve understanding of Public Health Sciences and overall purpose of public health**
-  **Improve organizational climate for employees**



Strategies and Objectives

The following strategies will be utilized to address the gaps identified by the assessments and to support the WDP goals.

Collaborative Learning

Department-wide Committees and Leadership Meetings: Gaps 1, 4, 6, 7, 8

Staff from all DPH programs and at all levels are encouraged to participate in the department's four committees: Department Diversity, Workforce Development, Health Equity, and Performance Management. Each committee has a charter, mission and vision to support the department's efforts to promote and improve public health. Committee members make a huge impact on department policies and practices and participation is a great way to network with staff from all sectors of the department. Staff are encouraged to learn more about leadership in action by attending one of the monthly Program Leadership meetings with their program leader.

Objective 1.1: At least 60% of all DPH programs will have one staff member accompany a program leader to at least one Program Leadership Meeting by 06/30/2021.

Program Learning Exchange for Leaders: Gap 3

The Program Learning Exchange for Leaders allows program leaders across DPH to share information with their peers and learn about different departmental programs. These interactions are designed to inspire a change in perspective as program leaders identify and adopt best practices which will improve the quality of work within their own programs. This project is designed to help leaders find opportunities to collaborate with one another, thus improving the services each provide to the community.

Objective 1.2: At least 75% of DPH Leadership at Program Coordinator level and above will participate in cross training with a program outside of their division by 06/30/2021.

Strengthen Vertical Communication

Promoting Staff Feedback: Gaps 1, 7, 8

DPH encourages feedback regarding the services provided, both from the community served and internally from staff. DPH has developed standardized feedback surveys to be used by all programs for internal and external interactions. These surveys are designed to provide information on excellent experiences or practices that may be useful across all programs, areas for improvement and suggestions for creative and innovative ideas. Development of an internal suggestion and feedback mechanism that will provide information directly to DPH Leadership is part of this WDP.

Objective 2.1: An open communication mechanism will be created where staff can send feedback and innovative ideas to DPH Leadership by 03/01/2020.

Program Leadership Meeting Updates: Gaps 1, 4

Program Leadership meetings are held monthly with all executive staff and program leadership in attendance. These meetings are a forum for department updates, program education and strategy discussions. Sharing information from these meetings to all DPH staff will help communicate department decisions impacting the workforce.

Objective 2.2: Minutes from the Program Leadership meeting will be distributed 12 times per year to DPH employees by 06/30/2020.



Strategies and Objectives

Employee Retention

Stay Interview Guide: Gaps 1, 7

The Stay Interview Guide is a staff retention tool for supervisors. The guide outlines the most common reasons staff leave their jobs and provides a framework for conducting one-on-one interviews to inquire about positive and negative factors an employee is experiencing related to their job. Stay Plans are created to address any areas identified during the interview. The goal of the guide and subsequent plan is to improve staff retention rates and the workplace environment for staff.

Objective 3.1: At least 50 Stay Plans will be created by 06/30/2021.

Timely Work Performance Evaluations (WPEs): Gaps 1, 7, 8

Providing staff with timely feedback and evaluation helps to communicate expectations and create a supportive environment. WPEs provide leaders an opportunity to recognize staff accomplishments and encourage professional growth.

Objective 3.2: A list of open WPEs will be distributed each pay period to DPH Leadership through 06/30/2020.

Professional Development

Individual Development Plan: Gap 7

The Individual Development Plan (IDP) is a tool to assist employees in personal and professional development. It is designed to help staff focus on gaining and improving skills, applying lessons learned in the workplace and prepare for achieving professional goals. Supervisors meet one-on-one with their employees to develop specific, measurable, attainable, realistic and time-bound (SMART) objectives and monitor progress over the course of a year.

Objective 4.1: At least 100 current DPH staff will have created an IDP by 06/30/2021.

Department Mentoring Program: Gaps 4, 7

DPH actively supports staff who wish to participate in the County's Management Leadership Academy (MLA) and the Leaders in Action (LIA) program. DPH has also initiated its own internal Mentoring Program, which received a National Association of Counties (NACo) award in 2018. This program provides staff an opportunity to learn new skills, such as project planning and public speaking. The department continues to provide its full support for the third year as it looks to grow and diversify both the mentor and mentee pool of candidates.

Objective 4.2: A total of 70 eligible mentees will have enrolled in the DPH Mentoring Program by 06/30/2021.

Lunch and Learn Program: Gaps 1, 4, 6, 7

The Lunch and Learn Program is a series of presentations from department leadership and guest speakers to provide education to all staff about career development, health equity and public health sciences. Sessions are developed as 30-45 minute presentations based on participant interest areas. The sessions aim to promote employee engagement and education while strengthening DPH's commitment to staff development.

Objective 4.3: DPH will host a total of six Lunch and Learn meetings across three locations within the county by 06/30/2021.



Strategies and Objectives

Skills Training Development

Online Training Modules Gaps: 2, 3, 5, 6

The workforce assessments identified training needs in several key areas such as Funding Mechanisms, Financial Analysis, Public Health Sciences and Effective Program Management skills. In addition to utilizing training opportunities provided within the Lunch and Learn and Program Learning Exchange for Leaders programs, DPH will be developing and implementing a series of short, yet effective, training modules to address these skills gaps.

Objective 5.1: DPH will develop and distribute three training modules based on needs identified in workforce assessments by 06/30/2021.

Eagle Leadership Training Gaps: 4, 5

In 2018, DPH entered into a three-year contract with Eagle Leadership Group to implement a series of workshops and assessments for approximately 420 DPH staff members. Training is divided into three programs, which include a two-and-a-half day workshop for DPH leaders, a two-hour review and assessment of the MyHardWired report and a half-day leadership conference.

Objective 5.2: A total of 75 DPH leaders, at the supervisor level and above, will complete the Eagle Leadership Essential Leadership Skills Workshop by 06/30/2021.

Objective 5.3: A total of 180 DPH staff will complete the Eagle Leadership MyHardWired assessment by 06/30/2021.

DPH will continue to utilize existing trainings as outlined on the DPH training schedule (Appendix G). Workforce skills and training needs will be reassessed before the end of this WDP in preparation for the next plan.

Objective 5.4: At least 75% of DPH staff will complete the workforce assessment by 01/30/2021.



Additional Initiatives

The following are ongoing workforce support and improvement initiatives for the department and are important endeavors to sustain a highly-skilled and healthy workforce.

Health and Wellness Promotion

DPH has designated a Wellness Coordinator to assist with dissemination of information regarding various county and department-wide health initiatives. The department supports its staff in participating in county-wide activities such as the My Health Matters program, Steps to Success program, maternity/pre-maternity classes and gym membership allowances/discount plans. Employees participating in these activities earn incentives and prizes, such as a Fitbit for meeting healthy lifestyle milestones. DPH encourages healthy eating habits and outdoor exercise by sharing healthy recipes among staff, promoting informal walking groups during breaks (Moving Monday Meetings) and sharing information about walking/hiking/biking trails located throughout the county. The DPH Women, Infants and Children (WIC)/Nutrition program promotes staff wellness by hosting lunchtime physical activity classes (aerobics, Zumba, etc.).

DPH supports health and wellness through lactation support policies and the Workplace Possibilities program. These efforts aim to reduce lost productivity and absenteeism through assistance/accommodations allowing employees to remain on the job and reduce injury and disability claims.

Annually, DPH makes available to all staff free employee flu clinics. San Bernardino County employee benefits also provide paid leave to allow for preventative/restorative care of oneself and/or family members' healthcare needs, including physical, dental and behavioral health.

Workforce Recruitment

DPH strives to hire the most talented individuals who share its values. DPH also strives to maintain a diverse workforce which reflects the community it serves. Residents who are served by a talented workforce which resembles their diverse community are more likely to trust and seek help from that agency. It is in this spirit that DPH has developed a Workforce Recruitment and Retention Plan (Appendix C) which outlines strategies, activities and resources for recruiting, on-boarding and maintaining a talented workforce which reflects the diversity of San Bernardino County.

For the last few years, the County of San Bernardino Human Resources Department (HR) Equal Opportunity Commission (EOC) has supported DPH's efforts to recruit and maintain a diverse workforce. HR provides DPH with regular reports about its workforce demographics in comparison with the residents of San Bernardino County (as shown on page 2). The data currently shows the level of female staff (81%) to male staff (19%). DPH has implemented a recruitment strategy to increase the overall number of job applications received from male applicants. In cooperation with HR, DPH will continue to:

- Alter certain job classifications to sound more gender neutral
- Use photos of male staff in jobs typically held by female staff for recruitment materials
- Target hiring events where potential male applicants are more likely to attend
- Develop social media marketing material to cater towards a male audience

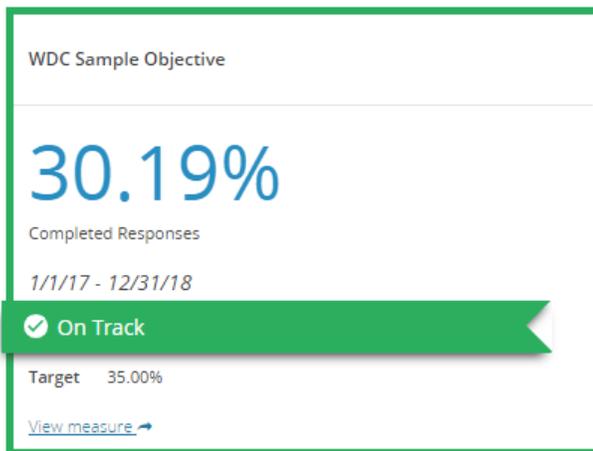
Data Driven

HealthStat

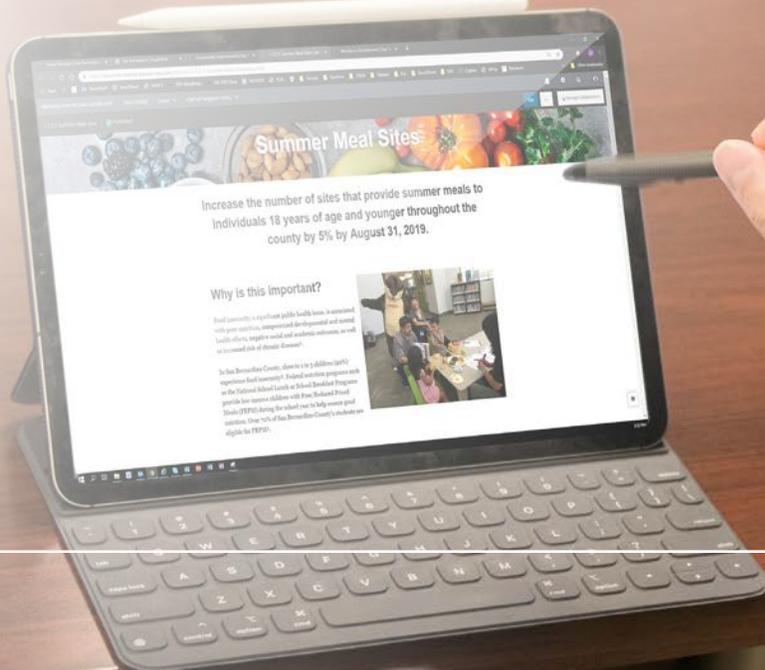
[HealthStat](#) is an open performance portal powered by the Socrata Connected Government Cloud platform. This site helps DPH establish an effective open data program and provide a secure, centralized data repository for department data. This will help the department to be more data driven, through constant and consistent use of data and narratives to monitor, track and report progress.

HealthStat provides advanced tracking and monitoring tools for key performance indicators tied to departmental goals and objectives (including those from WDP). HealthStat data is made available to the public as a way to share the department's hard work, success and areas for improvement, but also highlight the many great things that staff are engaged in on a daily basis. All data on HealthStat will have two components:

- Infographics titled "Metric Cards", which show the target, timeframe and progress for the objective being tracked
- A story which explains why the data is being tracked and what is being done to achieve progress. This will help the department easily track improvements and evaluate each objective's impact on workforce related needs.



HealthStat "Metric Card" showing the status of a sample WDP objective



Future Planning

Building the Future Workforce

Planning for future DPH workforce needs is a priority. Building future capacity and anticipating future competency gaps will be addressed by continuing periodic surveys to assess the knowledge/skill gaps and reviewing five-year workforce trend data to help identify potential recruitment, retention and training needs.

Internships

DPH is working to educate the future workforce now in order to ensure skilled, competent candidates are interested in a career in public health. Students from local schools of public health, as well as other higher-level institutions, are actively recruited to participate in internships within the various DPH programs. One of the newer projects the department has engaged in is Generation Go! which pairs high school students with DPH work sites to provide a hands-on, real-life learning environment.



Succession Planning

Succession planning is critical for the ongoing growth and success of the department. A Succession Plan has been developed to guide the department's efforts in this area and can be referenced in Appendix D.

Accreditation

In March 2019, DPH successfully achieved national accreditation status with the Public Health Accreditation Board (PHAB). This was a department-wide effort to demonstrate focus and dedication toward furthering the core functions and essential services of public health. To maintain accreditation status, DPH must continue to ensure that its workforce is trained in multidisciplinary skills and are provided a work environment where each staff contributes to the department's mission, goals and objectives and are supported and rewarded for their efforts. DPH will sustain this momentum through the cultivation of a competent workforce with a healthy education-to-career pipeline and internal mechanisms to foster professional growth and retention.

Staying on the Cutting Edge

Public health practices are constantly evolving and it is imperative that DPH staff stay current with any changes taking place.

Conferences

DPH encourages and offers resources for staff to attend local, state and national level conferences and trainings to ensure the department remains abreast of changes and trends in public health practices. Attending conferences provides staff with fresh information needed to better serve the community.

Technology

Staying ahead of emerging technological trends will remain important as DPH moves into the future. The use of Geographic Information Systems (GIS), Smartsheet for project management and Centricity Practice Solutions for managing an electronic health record system are examples of innovative applications currently used within DPH.

Conclusion

This plan is used as a guide to drive workforce development efforts through June 2021. Future iterations of this plan will continue to use workforce assessments to identify and address new challenges and needs. Staff are encouraged to reach out to their supervisors or the WDC to communicate new and innovative ideas which will have a positive impact on their teams or the work environment.

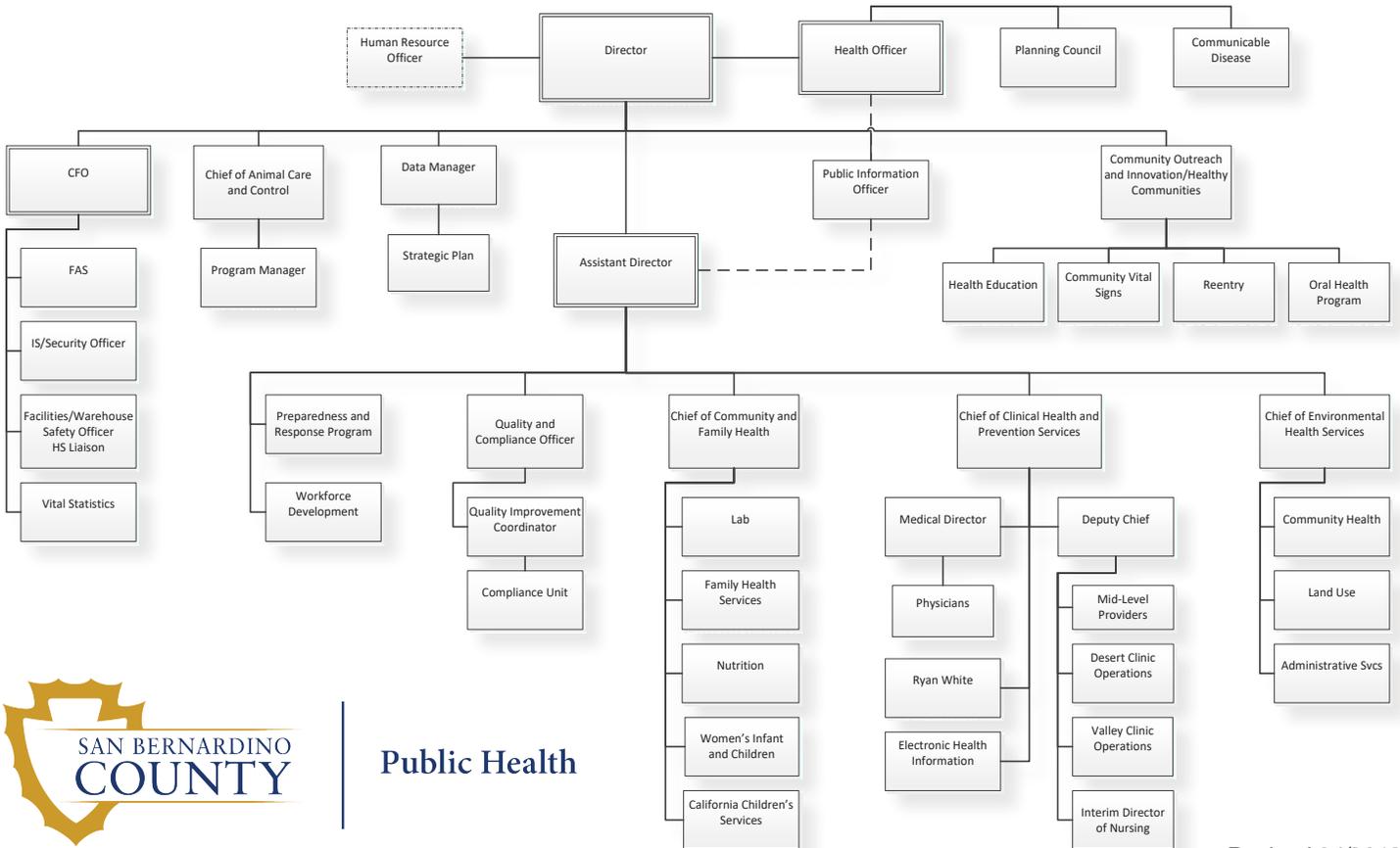
DPH is committed to helping staff emerge as future leaders, both within the department and throughout San Bernardino County. The strategies, goals and objectives outlined in this plan are designed to accomplish three very important goals: open organizational communication between leaders and staff, educate staff about public health sciences and the purpose of public health and improve the organizational climate for staff. In this way, the county will continue to have a highly trained and engaged workforce dedicated to supporting healthy people in vibrant communities.



Appendices

Appendix A

DPH Organizational Chart



Public Health

Revised 04/2019

Appendix B

Goals, Strategies and Objectives

The following goals and objectives will help address gaps identified by the workforce and PH WINS assessments.

	Objective	Indicator
GOAL 1: IMPROVE ORGANIZATIONAL COMMUNICATION	STRATEGY 1: COLLABORATIVE LEARNING	
	Objective 1.1	
	At least 60% of all DPH programs will have one staff member accompany a program leader to at least one Program Leadership meeting by 06/30/2021.	Percentage of all programs that bring a staff member to the Program Leadership meeting.
	Objective 1.2	
	At least 75% of DPH Program Coordinator level staff and above will participate in cross training with a program outside of their division by 06/30/2021.	Number of program leaders who complete the post-survey.
	STRATEGY 2: STRENGTHEN VERTICAL COMMUNICATION	
	Objective 2.1	
	An open communication mechanism will be created where staff can send feedback and innovative ideas to DPH Leadership by 03/01/2020.	Action steps to complete mechanism.
Objective 2.2		
Minutes from the Program Leadership meeting will be distributed 12 times per year to DPH employees by 06/30/2020.	Number of months in which meeting minutes were distributed to staff.	
GOAL 2: IMPROVE ORGANIZATIONAL CLIMATE FOR STAFF	STRATEGY 3: EMPLOYEE RETENTION	
	Objective 3.1	
	At least 50 Stay Plans will be created by 06/30/2021.	Number of Stay Plans created.
	Objective 3.2	
	A list of open WPEs will be distributed each pay period to DPH Leadership through 06/30/2020.	Number of WPE reports distributed.
	STRATEGY 4: PROFESSIONAL DEVELOPMENT	
	Objective 4.1	
	At least 100 current DPH staff will have created an Individual Development Plan (IDP) by 06/30/2021.	Number of IDPs created.
Objective 4.2		
A total of 70 eligible mentees will have enrolled in the DPH Mentoring Program by 06/30/2021.	Number of mentees who will have completed the mentoring program.	
Objective 4.3		
DPH will host a total of six Lunch and Learn meetings across three locations within the county by 06/30/2020.	Number of Lunch and Learn sessions hosted.	
GOAL 3: IMPROVE UNDERSTANDING OF PUBLIC HEALTH SCIENCES and OVERALL PURPOSE OF PUBLIC HEALTH	STRATEGY 5: SKILLS TRAINING DEVELOPMENT	
	Objective 5.1	
	DPH will develop and distribute three training modules based on needs identified in workforce assessments by 06/30/2021.	Number of training modules created.
	Objective 5.2	
	A total of 75 DPH Leadership at the supervisor level and above will complete the Eagle Leadership Essential Leadership Skills Workshop by 06/30/2021.	Number of staff who complete the 360 assessment.
	Objective 5.3	
	A total of 180 DPH staff will complete the Eagle Leadership MyHardWired assessment by 06/30/2021.	Number of staff who complete the assessment.
	Objective 5.4	
At least 75% of DPH staff will complete the workforce assessment by 01/30/2021.	Number of staff who have completed the assessment against the number of filled positions.	

Appendix C

Workforce Recruitment and Retention Plan

Introduction

The Department of Public Health (DPH) is committed to recruiting and retaining talented staff for growth and sustainability. This document outlines a set of goals and strategies aimed at attracting candidates and retaining staff that will support the mission, goals and objectives of the department.

Goals

DPH has adopted the following recruitment and retention goals:

- Build a diverse workforce
- Partner with organizations that train and prepare students for careers in public health
- Utilize various media outlets to expand recruitment advertising
- Support public health career education
- Develop an annual recruitment summary report on outreach efforts
- Promote employee recognition

Diverse Workforce

The following strategies are designed to support and reflect the commitment of DPH to employ staff that are representative of the diverse communities we serve.

- Recruitment efforts to hire staff that reflect San Bernardino County demographics
- Photographs on the DPH website and printed educational and outreach materials will feature cultural diversity
- Employ and utilize staff that reflect the community when conducting outreach

Partner Organizations

The following are strategies for DPH to leverage its networks with other organizations to enhance recruitment activities:

- Build relationships with academic, vocational, professional, community and faith-based organizations
- Align DPH job classifications and descriptions with Public Health Core Competencies
- Increase strategic collaboration with the Workforce Development Department and the Inland Coalition to increase interest in careers with DPH

Media Opportunities

DPH will utilize the following media formats to communicate employment opportunities:

- Social media
- Newspapers
- Career websites
- DPH website
- Professional journals

Continued on next page

Appendix C

Workforce Recruitment and Retention Plan, continued

Public Health Career Education Outreach

DPH may use targeted outreach strategies to recruit and generate interest in public health careers.

Target Group	Strategies and Recruitment Activities
High school students	<ul style="list-style-type: none"> ● Support the Generation Go! Program ● Create engaging educational presentations and activities
Undergraduate students	<ul style="list-style-type: none"> ● Strengthen relationships with local academic and nursing institutions ● Structured DPH job fair participation
Graduate students	<ul style="list-style-type: none"> ● Promote the DPH Volunteer Services Program for interns ● Host Randall Lewis Health Policy Fellows ● Partner with Human Resources to consider formal Masters of Public Health (MPH) student projects as prior experience on job applications
DPH staff	<ul style="list-style-type: none"> ● Introduce new employees to executive team at New Employee Orientation ● Provide comprehensive new employee packets which contain: <ul style="list-style-type: none"> — Job duties — List of required trainings — Overview of programs — Tips for integrating into programs ● Conduct a structured mentorship program ● Cross-train staff across divisions and functions ● Encourage short-term job shadowing ● Communicate DPH job openings internally and encourage existing staff to apply

Employee recognition and retention

DPH and its programs will use the following strategies to recognize staff and promote retention:

- Conduct job satisfaction surveys
- Increase accessibility to DPH executive staff
- Provide access to and create opportunities for continued education, training and mentorship
- Regularly recognize employees at meetings and events
- Recognize creative and innovative ideas from staff
- Recognize staff accomplishments through awards such as:
 - Vision in Action Award
 - Employee of the Quarter/Month
 - Excellence in Customer Service
 - Executive Management Award of Distinction
 - DPH Team Awards

Introduction

This succession plan is a framework to guide Department of Public Health (DPH) leadership in developing strategies and objectives that recognize, develop, and promote high caliber staff in order to maintain future success of the department.

Leadership Positions

Important to any succession plan is identifying and developing staff with the potential to fill key leadership positions. The following DPH executive and management-level positions are charged with leading the department:

- Public Health Director
- Assistant Director
- Health Officer
- Chief Financial Officer
- Division Chiefs
- Deputy Chiefs
- Medical Directors
- Program Managers
- Program Coordinators

There is also a broad range of supervisory and other lead positions in the department that are essential to its daily operations.

Success Factors

Certain factors are instrumental in coordinating an effective succession plan, including:

- Addressing challenges such as diversity, recruitment and retention
 - Development of talented individuals
 - Involvement of senior leadership
 - Partnerships between senior leadership and Human Resources
 - Support of a cross-functional workforce
 - Use of accurate workforce data and analysis when making decisions
-

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Appendix D

Succession Plan, continued

Four Stage Process

The DPH Succession Plan is a five-stage process:

Stage	Description
1	<ul style="list-style-type: none"> ● Conduct a DPH Workforce Assessment every two years. ● Identify long-term vision, values, and direction. ● Analyze data to forecast staffing trends and future workforce needs. ● Identify staff that are nearing or are currently eligible for retirement.
2	Identify and recognize current DPH staff with desirable attributes and leadership capabilities.
3	<ul style="list-style-type: none"> ● Utilize retention strategies: <ul style="list-style-type: none"> — Stay Interviews — Individual Development Plans — Staff recognition — Funding for membership in professional organizations ● Encourage staff development and learning opportunities: <ul style="list-style-type: none"> — Cross-Training — Management Leadership Academy — Leaders in Action — Fundamentals of Supervision and Management training — Mentorships — Master's degree cohort programs in public administration and social work (MPA/MSW) — Job and skills related training and conferences ● Promote job satisfaction: <ul style="list-style-type: none"> — Improved accessibility to executive staff — Job satisfaction surveys
4	Monitor and Evaluate: <ul style="list-style-type: none"> ● Staff development ● Satisfaction surveys from customers, employees, and stakeholders ● Stay interview feedback ● Exit interview feedback ● Responses to changing needs and requirements

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Appendix D

Succession Plan, continued

Executive Role in Succession Strategy

Executive leadership will implement the Succession Plan by following the steps below.

Step	Action
1	Identify skills and competencies required for executive/management positions including, but not limited to: <ul style="list-style-type: none"> ● Critical thinking, problem solving and decision making ● Budget, finance and planning ● Personnel management and development ● Program administration ● Networking, collaboration and effective communication ● Intergovernmental affairs
2	Assess the potential of individuals within the workforce by: <ul style="list-style-type: none"> ● Prioritizing workforce development ● Becoming familiar with the career goals and aspirations of staff ● Identify staff that have the greatest potential to acquire skills pertinent to succession
3	Develop the talent and skills of individuals through the following: <ul style="list-style-type: none"> ● Become a Mentor ● Expose staff to budget and financial planning ● Promote interest in leadership training courses ● Encourage participation in professional conferences and seminars ● Delegate key duties to potential successors ● Provide opportunities to shadow current leadership ● Participate in professional associations to: <ul style="list-style-type: none"> — Acquire up-to-date knowledge of industry trends — Develop professional networks ● Schedule Individual Development Plans (IDP)

Appendix E Organizational Responsibilities

Staff	Responsibilities
Executive Team	<ul style="list-style-type: none"> ● Provide direction for implementation for the Workforce Development Plan ● Allocate resources for workforce activities ● Support workforce initiatives ● Ensure that workforce development efforts are fostered throughout DPH ● Mentor staff
All Staff	<ul style="list-style-type: none"> ● Complete mandatory trainings ● Participate and report progress in workforce related activities ● Utilize professional development opportunities
Workforce Development Committee	<ul style="list-style-type: none"> ● Manage and implement the objectives outlined in the Workforce Development Plan ● Make recommendations to the executive team ● Oversee workforce related activities ● Review the Workforce Development Plan every two years
Department Diversity Committee	<ul style="list-style-type: none"> ● Make recommendations to the executive team ● Oversee diversity related activities ● Oversee recruitment efforts as described in the Workforce Development Plan
Program Leadership	<ul style="list-style-type: none"> ● Support workforce related activities ● Ensures staff are taking advantage of professional development opportunities ● Conducting IDP and Stay Interviews with staff ● Mentor staff
Workforce Development Project Coordinator	<ul style="list-style-type: none"> ● Oversee workforce related activities and trainings ● Support both the Workforce Development Committee and Department Diversity Committee ● Identify resources and best practices related to workforce development ● Ensure the Workforce Development Plan aligns with the Public Health Accreditation Boards (PHAB) Standards and Measures and other department plans

Appendix F

Workforce Development Committee Charter

Purpose

An advisory committee is vital to coordinating and guiding the Department of Public Health's (DPH) workforce development activities.

The DPH Workforce Development Committee (WDC) works closely with DPH's leadership and staff to strengthen organizational capacity to support a highly skilled, well-trained and culturally competent workforce.

Vision and Mission

The DPH WDC envisions an empowered workforce, rich with talent, enthusiasm and diversity.

The mission of the WDC is to develop tools and strategies to help recruit, train and retain employees.

Functions

The WDC performs the following functions:

- Recommends and leads strategies and activities to implement the DPH's Workforce Development Plan.
- Revises and updates the Workforce Development Plan objectives on an annual basis subject to Executive Staff approval
- Provides support to workforce development activities, including but not limited to:
 - Mentoring Program
 - Lunch and Learn
 - Stay Interview
 - Individual Development Plan
 - Program Learning Exchange for Leaders
 - Workforce Development training (develop and implement modules)
- Supports activities to align the Workforce Development Plan with other department plans and initiatives, including but not limited to:
 - Strategic Plan
 - Quality Improvement Plan
 - Community Transformation Plan
 - Public Health Accreditation Board Standard and Measures
 - Department committees such as Department Diversity and Performance Management

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Appendix F

Workforce Development Committee Charter, continued

Structure

The WDC is comprised of no more than 25 members that reflect DPH's diverse workforce and disciplines. The committee is led by the committee Co-chairs and supported by the Workforce Development Project Coordinator, with guidance from the Executive Advisor who meets with executive leadership to discuss WDC activities.

The WDC meets at least ten times annually. Meetings are scheduled for 90 minutes. Minutes are approved at the subsequent meeting. Supporting materials are posted on the WDC SharePoint site and made available to all DPH staff. Staff time is tracked with activity code 0993.

Sub-committees may be formed as necessary. A WDC member must chair the sub-committee.

Membership

Membership is evaluated by the committee annually to ensure division representation, regular attendance and ability to fulfill the members' roles and responsibilities. If the committee does not appropriately represent all divisions or defined roles are not filled, the Co-chairs will discuss with the Workforce Development Project Coordinator to initiate recruitment efforts.

The committee submits a recommended membership roster for the following fiscal year for executive staff approval each June. Additional review of membership may occur as necessary. Members commit to serve for at least one year. There are no term limits.

Members are selected based on the following criteria:

- Approval from DPH program and executive leadership
- Capacity to regularly attend meetings and fulfill defined roles and responsibilities

General membership responsibilities include:

- Attending and actively participating in WDC meetings and activities
- Providing input and feedback on the primary committee functions
- Serving as a liaison with respective divisions and programs
- Sending an alternate representative if unable to attend a meeting

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Appendix F

Workforce Development Committee Charter, continued

Membership Roles The WDC selects members to fill specific roles to ensure the committee is functioning efficiently. All others are general members. DPH executive staff approves selections for these roles and may directly appoint individuals to fill roles. Members who fill roles may be required to report on activities.

Roles	Responsibilities
Co-chairs (elected)	<ul style="list-style-type: none"> ● Plans and facilitates monthly meetings ● Meets monthly with the Executive Advisor to provide status updates ● Communicates with Secretary to make arrangements for meetings/trainings ● Forms sub-committees or workgroups as necessary to address specific deliverables or issues
Communication Coordinator (elected)	<ul style="list-style-type: none"> ● Develops WDC messaging to distribute throughout the department ● Prepares newsletter updates ● Oversees the maintenance of the WDC SharePoint site including: <ul style="list-style-type: none"> — Accuracy of information posted — Working links — Submission of forms through site ● Keeps WDC activities at the forefront of the department by actively using different communication methods
Executive Advisor (appointed role)	<p>A member of DPH executive leadership that:</p> <ul style="list-style-type: none"> ● Provides general guidance and direction for the committee ● Keeps executive leadership informed about WDC activities and progress ● Attends meetings on a quarterly basis or as needed
Workforce Development Project Coordinator (appointed role)	<ul style="list-style-type: none"> ● Reports performance progress on WDC activities ● Works with the Co-chairs, Data Coordinator and Executive Advisor to ensure that WDC projects and activities address the gaps, goals, strategies and/or objectives identified in the Workforce Development Plan (WDP) ● Ensures alignment of the WDP to the Countywide Vision and related plans, including the Community Transformation Plan and DPH Strategic Plan ● Presents items for the WDC's consideration relative to alignment of plans ● Provides support staff to assist WDC activities

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Appendix F

Workforce Development Committee Charter, continued

Membership Roles, continued

Roles	Responsibilities
Data Coordinator (appointed role)	<ul style="list-style-type: none">• Serves as the Subject Matter Expert (SME) on data integrity, relevance, reliability and measurability• Oversees development and adoption of accepted data collection, analysis and reporting practices• Works with Workforce Development Coordinator on updating HealthStat with status of activities
Secretary (appointed role)	<ul style="list-style-type: none">• Coordinates meeting schedules and logistics• Ensures technology resources are prepared and functioning and rooms are appropriately setup for meetings and trainings• Takes meeting minutes and posts to WDC SharePoint site• Prepares sign-in sheets, agendas, minutes and other meeting materials

Revision History

July 2019 – Updated Functions, Structure, Membership, and Membership Roles blocks

September 2018 – Revised Structure, Membership, Roles and Responsibilities

September 2017 – Initial version of Workforce Development Committee Charter

Appendix G

Training Schedule

Department Required			
Course	Required Staff	Frequency	Source
New Employee Orientation	All new employees	Upon hire (held monthly)	Executive Leadership
County Ethics	All staff	Upon hire	PERC
Disaster Service Worker	All staff	Upon hire and every three years	PERC
Driver Awareness	All staff	Every four years	Risk Management
Risk Management for Supervisors	Supervisors	Upon hire or promotion and every three years	Risk Management
SBSafe Initiative (Modules 1 and 2)	All staff	TBD	PERC
HIPAA (HIPAAV17)	All staff in HIPAA covered programs	Every two years	PERC
Personally Identifiable Information (DPHPII)	All staff in non-HIPAA covered programs	Every two years	PERC
AB1825 Harassment Prevention	Supervisors and above	Every two years	PERC
HS Ergonomics Fundamentals (HSERGOFUN)	All staff with assigned workstation	Within 45 days of hire and every three years	PERC
HS Tier Two Ergonomics Assessment (HSERGO202)	Supervisors, managers and designers	Within 45 days of hire and every three years	PERC
ICS 100	All staff	Upon hire	FEMA website (ICS Resource Center-Training Courses)
ICS 200	All staff	Upon hire	FEMA website (ICS Resource Center-Training Courses)
ICS 300: Intermediate Introduction	Upper management	Once	PRP will email enrollment information
ICS 400: Advanced Introduction	Upper management	Once	PRP will email enrollment information
ICS 700: NIMS and SEMS	All staff	Upon hire	FEMA website (ICS Resource Center-Training Courses)
ICS 800: National Response Plan	All staff	Upon hire	FEMA website (ICS Resource Center-Training Courses)
Fundamentals of Supervision Series I	Supervisors	Upon hire or promotion	PERC
Fundamentals of Supervision Series II	Supervisors	Upon hire or promotion	PERC
Fundamentals of Management I	Managers	Upon hire or promotion	PERC
Fundamentals of Management II	Managers	Upon hire or promotion	PERC

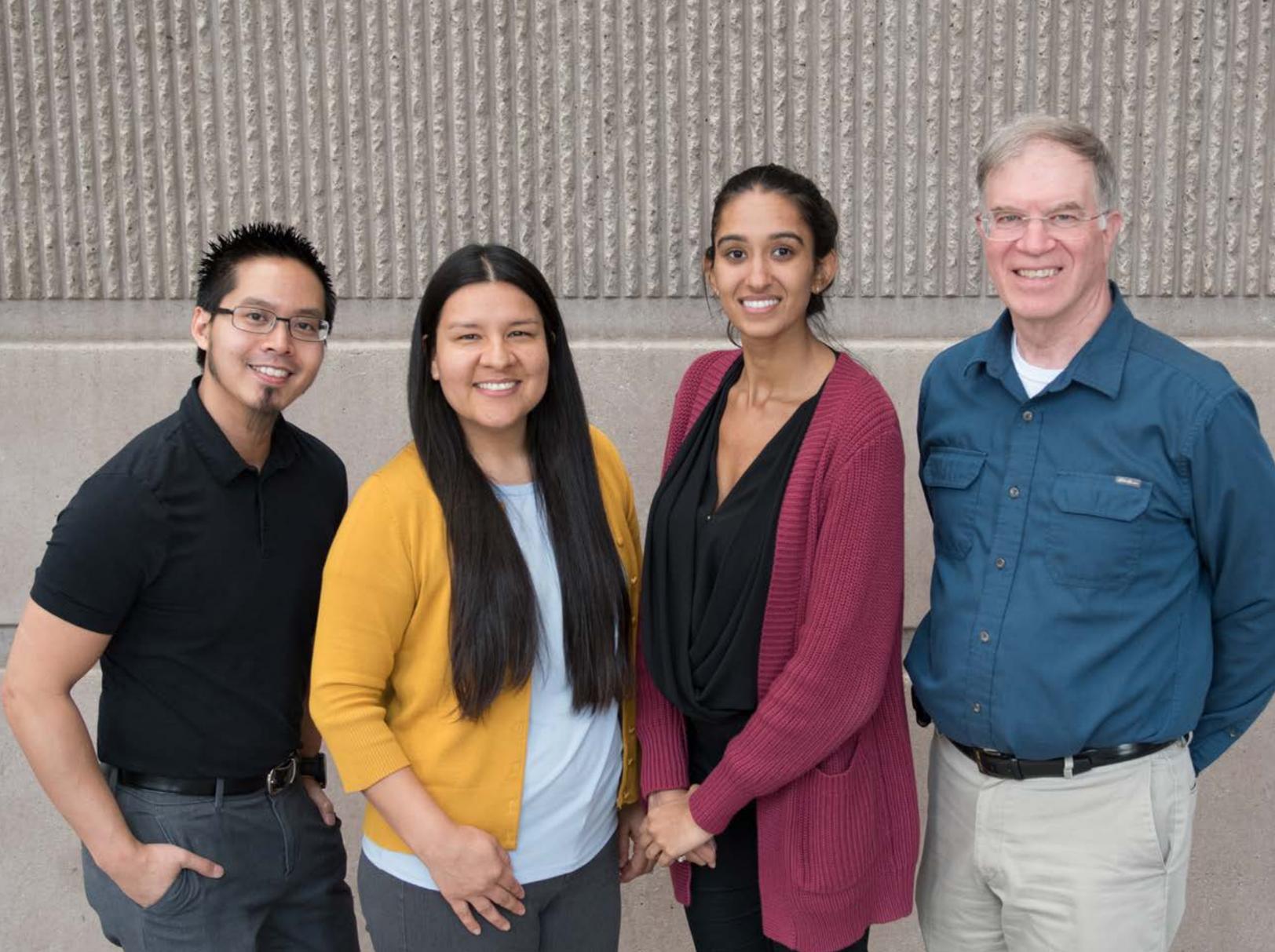
Appendix G

Training Schedule, continued

Human Resources Required			
Course	Required Staff	Frequency	Source
WPE Training	Supervisors	TBD	HRO Department training
Reasonable Suspicion	Supervisors	TBD	HRO
Liability, Workers' Compensation, Modified Duty and Interactive Process IAP training	Supervisors	TBD	HRO/ Risk Management
Supervisor's Guide to Employee Relations	Supervisors	Upon hire or promotion, as needed	HRO Department training
How to Conduct an Investigation	Supervisors	Annually/as needed	HRO
Discipline Basics 101	Supervisors and Lead Staff	Upon hire or promotion, as needed	HRO Department training
Workforce Development/Leadership			
Introduction to Quality Improvement	All staff	Within 90 days of hire (optional)	YouTube
Essential Leadership Skills Workshop (Eagle Leadership Group)	Managers, Supervisors and Lead Staff	TBD	Eagle Leadership
Executive Leadership Skills Workshop	Executive	TBD	Eagle Leadership

Revision History

Date	Revision	Description	Page Number(s)
07/01/2016	1.0	This was the first publication of the DPH WDP.	
07/31/2019	2.0	Revised entire plan to showcase assessment gaps and new WDP goals, strategies and objectives developed for 2019-2021.	1-13



Workforce Development Plan 2019-2021

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