

# Workforce Development

Operational Skills Workshop Series  
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Erin Barkema, Regional Community Health Consultant, Iowa Department of Public Health  
Becky Nowachek, Regional Community Consultant, Iowa Department of Public Health



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## Workforce Development & Other Operational Functions



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Context- Common Language



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## Workforce Development - WFD

- Focuses on an individual's ability to grow their skills and develop the tools they need for success.
- Workforce development takes a "people-first" approach to business development.



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## Workforce Development - WFD

- Recruitment
- Retention
  - ◆ Training
  - ◆ Empowering your workforce
- Succession Planning/ Continuity of Operations Planning



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## Recruitment



- Process of identifying, attracting, interviewing, selecting, hiring and onboarding employees.
- A job description is the opportunity to make a strong first impression.
- Create compelling job descriptions that describe the agency's commitment to diversity, equity, and inclusion.



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## Recruitment



- Recruiting best practices
  - ◆ Develop a policy that outlines the recruitment process (posting, interviewing, and hiring)
  - ◆ Advertising for diversity
  - ◆ Target recruitment activities in underrepresented populations
  - ◆ On-the-job mentorships and career ladders
  - ◆ Demonstrating an organizational commitment to diversity



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## Retention

- Workforce development isn't a "one and done" initiative to train your employees.
- Remember, it's crucial that you keep your employees—the learners—at the center of your workforce development efforts by letting them choose where, how, and what to learn.



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## Retention

- Maximizing the potential of your employees and providing them with the opportunities to effectively handle problems.
- Empowering your workforce.
- Investing in ongoing workforce development helps retain your top talent and improves your credibility in your communities.



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## Succession Planning/ Continuity of Operations

- Process of identifying the key positions within each department and developing employees to assume those positions.
- Objective is to ensure that the organization continues to operate effectively when individuals occupying critical positions depart.
- It is not a one time event; rather, it is re-assessed and revised annually through the workforce planning process



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## Workforce Development Plan

- An assessment of the knowledge and skills of the current workforce linked to the anticipated knowledge and skills of the future workforce to best meet agency goals and objectives



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## Learning Culture

- Culture is defined as a way of thinking, behaving, or working that exists in a place or organization.
- In a learning culture, the acquisition of knowledge and skills is supported by aspects of the organization's environment that encourage surfacing, noticing, gathering, sharing, and applying new knowledge.



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## Learning Culture

→ This type of learning does not simply take place in a formal setting but also occurs through activities such as:

- ◆ mentoring;
- ◆ shadowing;
- ◆ coaching;
- ◆ staff meetings;
- ◆ project work; or
- ◆ professional networking.



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## Leadership Support

→ Five actions for creating a learning culture

- ◆ Establish a clear picture of the culture you are trying to cultivate. What does a learning culture look like in your organization?
- ◆ Understand the benefits of the change. Define expected benefits individually and organizationally so that you will know it when you see it.
- ◆ Communicate with others and share the vision.
- ◆ Model the new behavior, and find supporters and influencers and have them model the same behavior.
- ◆ Begin to expect others to model the new behavior: encourage staff, support successful change, and recognize progress.

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## Competencies

→ The measurable or observable knowledge, skills, abilities and behaviors critical to successful job performance.

→ Choosing the right competencies allows employers to:

- ◆ plan how they will organize and develop their workforce;
- ◆ determine which job classes best fit their business needs;
- ◆ recruit and select the best employees;
- ◆ manage and train employees effectively; and
- ◆ develop staff to fill future vacancies.



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## Why does workforce development matter?

- A competent, capable workforce is at the center of any successful organization.
- Benefits of WFD can include:
  - ◆ expanded staff knowledge, skills, and abilities;
  - ◆ improved quality of products and services;
  - ◆ enhanced individual and organizational performance;
  - ◆ increased employee satisfaction, retention rates, and commitment to the organization;
  - ◆ expanded ability for the organization to adapt to change; and
  - ◆ deepened bench strength to support succession.



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## Things to Consider



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### Steps for Workforce Development Planning

- Identify a Lead
- Garner Leadership Support
- Create a WFD Team
- Conduct an Environmental Scan/ Gap Analysis
- Establish Competencies
- Assess Training Needs
- Write the Plan
- Communicate, Implement, and Evaluate the Workforce Development Plan



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### Identify a Lead

- Identify a staff member to lead the initiative. While completing the work associated with writing the plan is not the sole responsibility of a single individual, the lead is responsible for managing the writing process overall.
- If you are pursuing accreditation, the lead should have a basic understanding of PHAB Standards and Measures.



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### Garner Leadership Support

- Find a leader within the agency who will champion workforce development efforts.
- The plan's success, and more importantly, its implementation, is dependent upon the support of agency leadership and supervisors or managers



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### Create Workforce Development Team

- Assemble a team of individuals to help write the plan - no more than 8 people on the team.
- Team members should represent the agency across divisions and programs.



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## Environmental Scan/ Gap Analysis

- The discrepancy between the demand for skilled talent and the supply of talent available represents a “skills gap.”
- Define the agency’s current state related to workforce development efforts and future desired state.
- Identify the key steps that will take the agency from one to the other (current state to desired state)



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## Establish Competencies



- Identify and adopt a set (or sets) of competencies that will guide WFD efforts. These competencies will be incorporated into employee job descriptions, provide the basis for training needs assessments, be linked to training offerings, and be addressed as part of the employee annual performance review process.
- Types of Competencies
  - ◆ Organizational - whole agency
  - ◆ Core - work unit
  - ◆ Discipline specific - job duties and responsibilities



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## Assess Training Needs

- Training needs assessments are designed to uncover gaps in a workforce’s knowledge, skills, abilities, and behaviors while prioritizing training efforts.
- A training needs assessment should be based on the organization’s adopted competency set(s).
- Consider assessing not only organizational and core competencies, but also discipline-specific competencies in an effort to identify needs relative to employees’ specific positions or roles.



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## Assess Training Needs

- There are multiple approaches to conducting training needs assessments, including:
- ◆ paper-based assessment tools
  - ◆ online assessments
  - ◆ focus groups
  - ◆ direct observation
  - ◆ key informant interviews



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## Write the Plan

- ◆ Table of Contents
- ◆ Executive Summary
- ◆ Introduction
- ◆ Description of the Workforce
- ◆ Needs Assessment Findings
  - Health equity findings
- ◆ Goals and Objectives
  - General
  - Succession planning
  - Continuity of operations
- ◆ Training Schedule
- ◆ Communication Plan
- ◆ Tracking and Monitoring
- ◆ Evaluation



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## Communicate, Implement, and Evaluate the Workforce Development Plan

- Communicate the plan
- ◆ From the beginning, make sure you transparently communicate your expectation for workforce development with your employees.
  - ◆ Let your employees know that you are receptive to feedback and want to find out whether workforce development initiatives made a tangible impact on their performance.



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## Communicate, Implement, and Evaluate the Workforce Development Plan

- Implement the plan
  - ◆ Identify professional development opportunities/workforce learning
    - Professional Development Opportunities
    - Workforce Learning
      - Brainstorming sessions
      - One-on-one mentoring
      - Individualized performance reviews
  - ◆ Support staff as they work through steps within the plan



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## Communicate, Implement, and Evaluate the Workforce Development Plan

- Monitor the plan
  - ◆ Establish a process for tracking:
    - Employee training
    - Progress in meeting your goals
- Evaluate the plan
  - ◆ Evaluate the impact of your training efforts.
  - ◆ Update the plan as needed
    - Review the plan annually and update as necessary.



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## Who Should be Involved

- County-based agency
  - ◆ County Human Resource Department (if applicable)
  - ◆ Board of Health
  - ◆ Board of Supervisors
  - ◆ Staff
- Health-system or other
  - ◆ Human Resource Department
  - ◆ Board Of Directors or Board Of Trustees
  - ◆ Staff



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# Workforce Assessments

Roger Hileman  
Lead Evaluator  
Institute for Public Health Practice  
University of Iowa

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## Workforce Development & Other Operational Functions



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# Questions?



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