

 <p style="text-align: center;">County of Sacramento Department of Health Services Division of Public Health Policy and Procedure</p>	Policy Issuer (Unit/Program)	Public Health
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Title: Workforce Development		Functional Area: Administration
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Purpose:

Ensuring a highly skilled, well trained and competent workforce is an ongoing goal for Sacramento County Public Health (SCPH).

The purpose of a Workforce Development Plan is:

- A. To assure a competent and confident workforce, with the skills and experience needed to perform their duties and carry out the department's mission.
- B. To facilitate opportunities to obtain continuing education, and/or to build on core competencies.
- C. To inform curricula development and focus training on identified competency gaps. Employee training and core staff competencies assure a competent workforce.

Policy:

Sacramento County Public Health is committed to ensuring that all staff have access to learning, development and training opportunities. It is the goal of SCPH to align its workforce development efforts with the division's overall mission and goals.

Procedure:

- A. Implement workforce development strategies.
 - 1. Recruitment of qualified individuals for specific positions using:
 - a. Job fairs
 - b. Professional association networks
 - c. College and university advertisements
 - d. Placement after volunteering or student internships
 - 2. Recruitment of individuals that reflect the population served.
 - 3. Maintaining partnerships and ongoing collaboration with local partners and coalitions to provide training in public health fields.

- B. Assess staff competencies and create a development plan to address gaps.
 - 1. Evaluation of current core competencies against the national standards of core competencies for public health professionals.
 - a. SCPH will identify core competencies (knowledge, skills and abilities) that are deemed necessary for current and future workforce needs.
 - b. Regularly assess staff competencies, assessments may include:
 - i. Annual performance evaluations, providing continuous support, feedback and encouragement to further employee development.
 - ii. Identification of career paths for employees through professional and personal development plans.
 - iii. Provisions for professional development activities and/or opportunities for SCPH employees.
 - 1) Continuing education
 - a) Time off for classes
 - b) Tuition reimbursement (policy # 301)
 - c) Internal training opportunities (policy # 703)
 - 2) Mentoring
 - a) SCPH will support opportunities for training in coaching and mentoring.

- b) Each program is encouraged to offer mentorship opportunities to their employees. Examples may include:
 - i) Retiree mentoring (utilize retired or soon-to-be retired employees in a part-time capacity to assist newly hired employees)
 - ii) Peer to peer mentoring
 - iii) Utilizing technical expertise
 - 3) Job shadowing or job rotation
 - 4) Certifications in public health domains
 - 5) County development opportunities (computer classes, brown-bag training, public speaking clubs, etc.)
- C. Develop a SCPH Workforce Development Team to oversee comprehensive workforce development strategies, policies and performance outcomes, as they are measured within SCPH, as well as countywide.
- 1. The responsibility of the team is to provide regular updates, provide guidance, and exercise oversight over the SCPH Workforce Development Plan.

References:

Sacramento County Training and Development Assignments – Policy # 703

Sacramento County Education Reimbursement – Policy # 301

Attachments: Workforce Development Plan (In Process)

Contact: Division Manager or Public Health Officer