



WORKFORCE DEVELOPMENT PLAN
ALABAMA DEPARTMENT OF PUBLIC HEALTH



**ALABAMA
PUBLIC
HEALTH**

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INTRODUCTION

Increasingly, the demands and composition of the Alabama Department of Public Health (ADPH) workforce are changing in response to economic, social, political, and demographic trends, but the one constant is the need for a qualified, competent, and prepared workforce. Regardless of political, social, or environmental factors, workforce development is critical for continuing the delivery of quality public health services and fulfilling ADPH's mission, "To protect, promote, and improve the health of individuals and communities in Alabama."

ADPH is dedicated to creating a learning culture for professionals to provide our employees the opportunity to develop personally and professionally. An example of these activities includes trainings, workshops, project assignments, mentorships, etc. ADPH's Workforce Development Plan (WFDP) provides a roadmap to ensure that workforce development activities are aligned with the ever-changing healthcare industry. The greatest assets within ADPH are its people, and a continuous investment in the knowledge, skills, and competencies of its workforce is vital to fulfilling the mission and vision of ADPH.

Providing employees with opportunities for growth and training afford ADPH with the human capital necessary to continue to protect, promote, and improve the health of individuals and communities in Alabama. A comprehensive WFDP not only provides a defined understanding of the composition of the current public health workforce, it can also be utilized to communicate to employees, community partners, funders, and policymakers the importance of continuing education, training, and on-going skills development.

Over the past several years, ADPH has made a significant effort to recognize and assess the skills and training needs of the public health workforce. Identifying gaps in knowledge through needs assessment and utilizing data collected are fundamental when addressing the skill gaps through training and development opportunities.

The greatest assets within ADPH are its people, and a continuous investment in their knowledge, skills, and competencies is vital to fulfilling the mission and vision of ADPH.

AGENCY

The vision mission and core values are the foundation for any organization. Together, they identify why an organization exists, its direction, and its actions. The vision, mission, and core values of ADPH are as follows:

Vision: Assure the health of Alabamians by promoting healthy, safe, prepared, and informed communities.

Mission: To promote, protect, and improve the health of individuals and communities in Alabama.

Core Values: High quality services, Competent and professional workforce, and Compassionate care.

Organizational Structure

Alabama’s population is 4,833,722 which consists of 69.8 percent Caucasian, 26.6 percent African American, 1.3 percent Asian, 0.7 percent American Indian and Alaska Native, 0.1 percent Native Hawaiian and Pacific Islander, and 1.5 percent Two or more races (according to ADPH’s 2015 Community Health Assessment). To serve our citizens in the most effective way ADPH is divided into 11 Public Health Areas, (See Figure 1) with a workforce that is comprised of 2,986 employees statewide that serve 67 local health departments and provide over 77 local services and programs (See Figure 2).

Figure 1: Area Map

Public Health Areas Map

PHA 1

Karen Landers, M.D., Area Health Officer
 Ronnie Moore, Area Administrator
 1000 S. Jackson Hwy, Sheffield, AL 35660
 (256) 383-1231

PHA 2

Scott Harris, M.D., Area Health Officer
 Judy Smith, Area Administrator
 Michael Glenn, Assistant Area Administrator
 Box 1628, Decatur, AL 35602
 (256) 340-2113

PHA 3

Albert T. White, Jr., M.D., Area Health Officer
 Tammy Yager, Area Administrator
 Box 70190, Tuscaloosa, AL 35407
 (205) 554-4500

PHA 4

Mark E. Wilson, M.D., Area Health Officer
 Box 2648, Birmingham, AL 35202
 (205) 930-1500

PHA 5

Mary Gomillion, Area Administrator
 Box 8306, Gadsden, AL 35902
 (256) 547-6311

PHA 6

Mary Gomillion, Area Administrator
 3400 McClellan Blvd., Anniston AL 36201
 (256) 237-1896

PHA 7

Stacey Adams, Assistant Area Administrator
 303 Industrial Dr., Linden, AL 36748
 (334) 295-1000

PHA 8

Connie King, Assistant Area Administrator
 3060 Mobile Highway
 Montgomery, AL 36108
 (706) 649-6466

PHA 9

Chad Kent, Assistant Area Administrator
 312 Courthouse Square, Ste. 31
 Bay Minette, AL 36507
 (251) 937-5859

PHA 10

Corey Kirkland, Assistant Area Administrator
 Drawer 2087, Dothan, AL 36301
 (334) 792-9070

PHA 11

Bernard H. Eichold, II, M.D., Area Health Officer
 Susan Stiegler, Assistant Health Officer
 Box 2867, Mobile, AL 36652
 (251) 690-8827

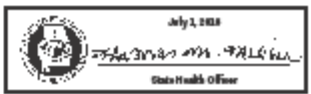
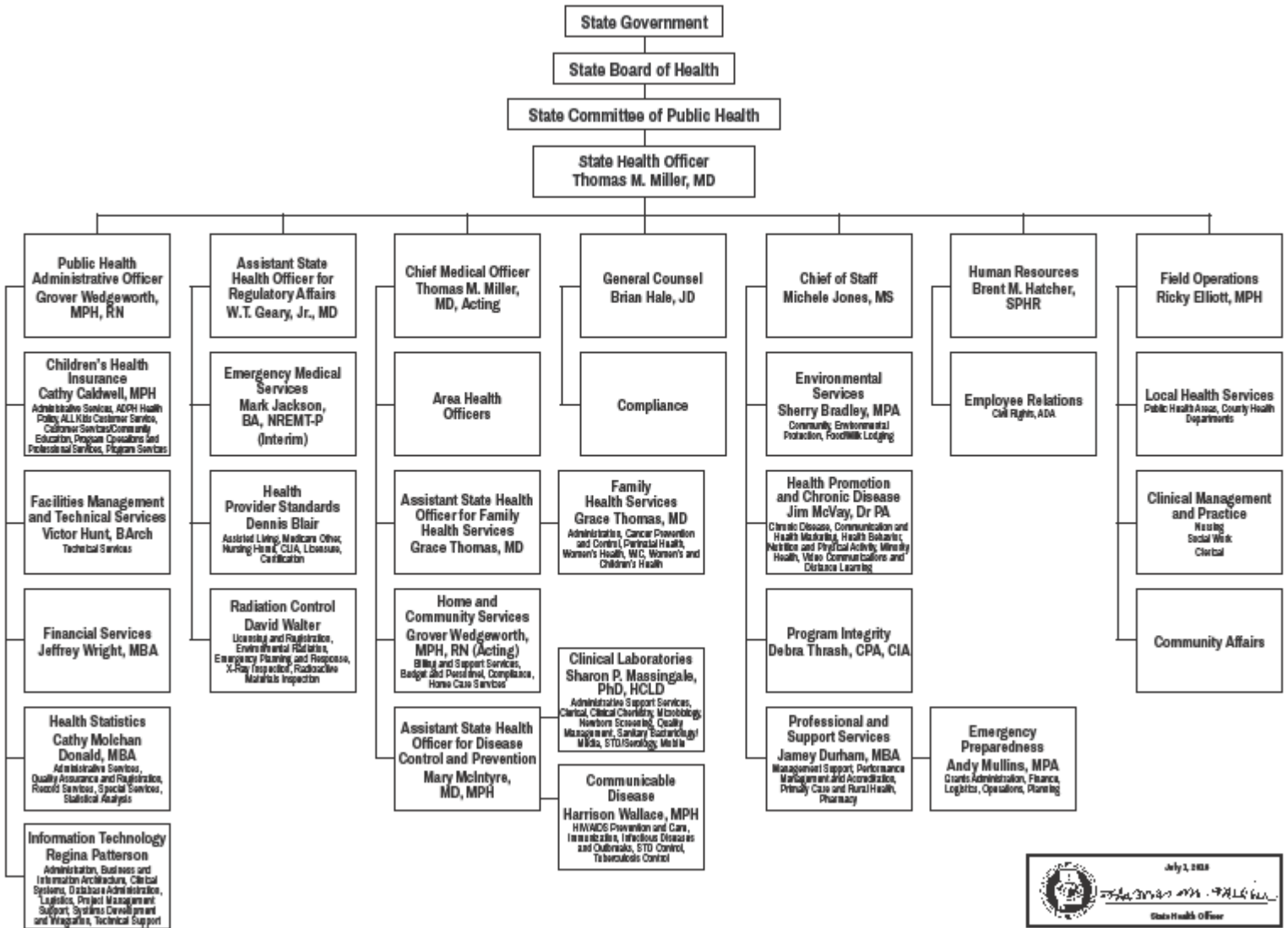


Table 1: Current Workforce Demographics

Category		#
Total Number of Employees:		2,986
Number of Full Time Employees (FTE):		2,576
Gender:	Female	2,541
	Male	445
Race:	Hispanic	70
	American Indian/Alaska Native	13
	Asian/Pacific Islander	19
	Black/African American	956
	White	1,923
	Other	5
Age of Current Employees:	Average	49
	Median	50
Age of New Hires:	2015 Average (305)	44
	2016 YTD Average (175)	41
Service Years:	Average	13
	Median	11
Job Categories:	Officials and Administrators	829
	Professionals	952
	Protective Service Workers	4
	Paraprofessionals	285
	Administrative Support/Clerical Staff	750
	Skilled Craft Workers	4
	Service/Maintenance Workers	77
Retirement Eligibility:	Within 5 Years	1,044
	Within 10 Years	1,565

Figure 2: Organizational Chart

ALABAMA DEPARTMENT OF PUBLIC HEALTH



Governance

Alabama law (Section 22-2-2, *Code of Alabama*, 1975) designates the State Board of Health as an advisory board to the state in all medical matters, matters of sanitation and public health. The State Board of Health is mandated by law to make an annual report to the governor as to its transactions and may include recommending needed health legislation.

Section 22-2-1, *Code of Alabama*, 1975, defines the Medical Association of the State of Alabama as the State Board of Health. Section 22-1-1, further states that when reference is made to the State Health Department it shall mean the State Board of Health (Medical Association of the State of Alabama) or the State Committee of Public Health when acting on behalf of the State Board of Health.

The State Committee of Public Health as constituted in Section 22-2-4, meets monthly to act for the State Board of Health. The law empowers the State Board of Health as the regulatory authority to discharge the duties outlined pursuant to Section 22-2-2.

The State Committee of Public Health is composed of 12 members of the Board of Censors of the Medical Association plus the chairperson from each of the 4 councils for a total membership of 16 voting members. The State Health Officer serves as the ex officio nonvoting member and the secretary to the committee.

Funding

The overall budget for ADPH is approximately \$756 million for fiscal year 2015-2016. ADPH receives approximately 95 percent of its funding from non-General Fund resources. The General Fund accounts for the remaining budget.

WORKFORCE NEEDS ASSESSMENT AND GAP ANALYSIS

Council On Linkages (COL)

In 2015, ADPH collaborated with the Alabama-Mississippi Public Health Training Center to conduct an online workforce needs assessment survey. The survey was based on the national Core Competencies for Public Health Professionals developed by the Council on Linkages between Academia and Public Health Practice.

- Tier 1 (entry level): Individuals who carry out day-to-day tasks of public health organizations and are not in management positions.
- Tier 2 (supervisors and managers): Individuals with program management and/or supervisory responsibilities.
- Tier 3 (senior managers and CEOs): Individuals at a senior/management level and leaders of public health organizations. Tier 3 public health professionals (e.g., health officers, executive directors, CEOs) typically have staff member who report to them.

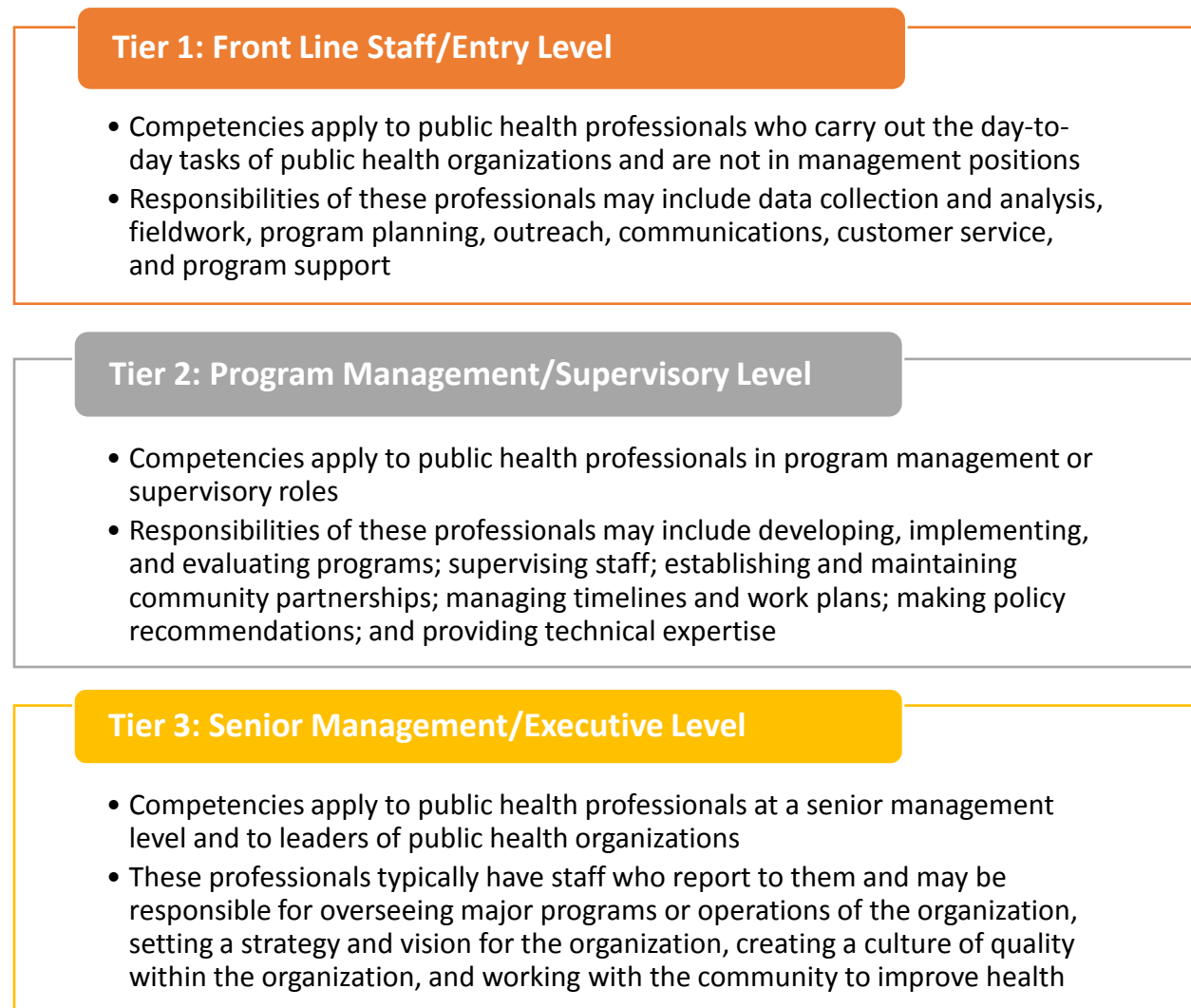
Additionally, the Core Competencies are organized into eight domains, reflecting skill areas within public health. These eight domains have remained consistent in all versions of the Core Competencies. These domains are listed below:

Table 2: List of 8 Domains of the Council on Linkages Core Competencies for Public Health Professionals

Eight Domains of the Council on Linkages (COL)
1. Analytical/Assessment Skills
2. Policy Development/Program Planning Skills
3. Communication Skills
4. Cultural Competency Skills
5. Community Dimensions of Practice Skills
6. Public Health Sciences Skills
7. Financial Planning and Management Skills
8. Leadership and Systems Thinking Skills

Each core competency domain contains a set of knowledge and skills for each of the three tiers. The three tiers are described below.

Figure 3: Three Tiers of COL for Public Health Professionals



Strategic Plan

ADPH developed its Strategic Plan in 2015/2016, to promote the advancement of an organizational culture, that values and encourages the advancement of its workforce. ADPH set forth, as a strategic goal, to assess and improve workforce exposure to training and development opportunities. ADPH employed a three-pronged approach to assess and address the needs of its workforce: assessed needs of staff and identified gaps; aligned needs and gaps with education and training opportunities; improve access to those opportunities. This three-pronged approach will aide ADPH's workforce development efforts in meeting the expectations set in the 2015/2016 Strategic Plan as shown in Figure 4.

Figure 4: ADPH Strategic Goal and Objectives related to Workforce Development



ASSESSMENT OF THE STATE HEALTH DEPARTMENT’S WORKFORCE NEEDS AND GAPS BASED ON COL and STRATEGIC PLAN

During the assessment process it was revealed that there was a need for developing and endorsing a positive learning culture within the agency to support training, continuing education, mentorship, professional development, and employee recognition.

Table 3: Performance Gaps Identified among ADPH employees

Competency Gap Identified	
Analytical/Assessment Skills	Tier 1, Tier 2, and Tier 3
Leadership and Systems Thinking Skills	Tier 1 and Tier 3
Communication Skills	Tier 2 and Tier 3

WORKFORCE DEVELOPMENT GOALS AND OBJECTIVES

ADPH has developed the following goals and strategies to address identified performance gaps.

Table 4: Workforce Development Goals and Strategies

GOAL	STRATEGY
Goal 1: Develop a learning culture that encourages and supports training, continuing education, and professional development for all ADPH staff	Strategy 1: Identify leadership and staff professional development opportunities (trainings, conferences, summits) at local community, state or national level
	Strategy 2: Deliver trainings specific to address identified gaps (Analytical/Assessment, Leadership and Systems Thinking, and Communication Skills)
	Strategy 3: Provide one-day, content-related trainings quarterly for ADPH employees for specific divisions
Goal 2: Conduct annual continuous internal assessment of staff training needs to identify priority areas for training (e.g., program specific assessments).	<p>Strategy 1: Survey a sample of ADPH employees on training needs</p> <p>Strategy 2: Conduct key-informant interviews with internal key informants and employees in all Tiers</p>
Goal 3: Develop an employee recognition program	Strategy 1: Recognize employees via newsletter, Alabama’s Health, or internal online agency website
Goal 4: Strengthen the orientation of new employees to agency	Strategy 1: Establish a peer-to-peer mentorship program to help new employees acclimate to the agency
	Strategy 2: Develop a protocol to check-in and address needs/challenges with newly hired employees every two months for one year
	Strategy 3: Integrate Quality Improvement Training into orientation
Goal 5: Strengthen the culture of quality within agency	Strategy 1: Encourage all employees to participate in Quality Improvement Training
	Strategy 2: Conduct in-depth interviews with internal stakeholders to assess quality of service
	Strategy 3: Facilitate mentorship programs
Goal 6: Establish a Workforce Development Committee	Strategy 1: Develop a committee to strategize plan to address needs/gaps of ADPH employees annually
	Strategy 2: Spearhead facilitation of professional development trainings
	Strategy 3: Facilitate mentorship programs
	Strategy 4: Facilitate the establishment of Individualized Professional Development Plan (IPDP) to build capacity to fulfill their responsibilities in current position in their program

ROLES AND RESPONSIBILITIES

Table 5: Roles and Responsibilities for the Implementation of this Workforce Development Plan

Who	Role and Responsibilities for Implementation of this Plan
State Health Officer	Responsible to support an agency-wide workforce development strategy, priority setting, establishment of goals and objectives, and establishing an environment that is conducive and supportive of learning
Human Resources Management	Responsible to the State Health Officer for supporting Division Directors, Supervisors, and all ADPH employees. Supports implementation of workforce development plan.
Division Directors	Responsible to the State Health Officer for all employees within their division/program. Mentors, supports, and guides supervisors/employees to assure availability of training resources and professional development opportunities that meet agency-based needs
Supervisors	Responsible to Division Director and employees of trainings and professional development educational opportunities are implemented according to workforce development plan. Coaches, supports, and mentors employees on professional development opportunity to support addressing agency-based needs
All Employees	Responsible for their own learning and development. Work with supervisor or mentor to identify and engage in professional development opportunities that meet agency-based needs.
Workforce Development Committee	Responsible to the State Health Officer and Division Director Leads for implementing, facilitating, and evaluating workforce development plan.

TRAINING THE WORKFORCE

ADPH has an online site dedicated to training called the Learning Content Management System (LCMS). The LCMS is an online management system for distance-based education to optimize delivery and increase exposure and participation rate. All new employees establish a personal account during the hiring process. All employees access mandatory trainings within this system. ADPH uses a variety of distance learning technologies to reach public and allied employees throughout the state. ADPH reaches local, state, and national public health professionals through its' Satellite Conference System. Table 7 shows the list of trainings ADPH offers including mandatory once, annually, bi-annually, and as needed (See page 15).

State and National Public Health Conferences

To further support professional development and continuing education, ADPH employees attend several public health state and nation-wide meetings, summits, and conferences. These include events hosted by the American Public Health Association (APHA), Alabama Public Health Association (AIPHA), Alabama Governor's Safety and Health Conference, State of Alabama Governor's Preparedness Conference, and Council of State and Territorial Epidemiologists.

Accreditation-related Training

ADPH developed a Quality Improvement (QI) Council to develop and implement quality improvement processes integrated in organizational practice, programs, processes, and intervention. One of the first tasks the QI Council undertook included developing an online-distance based accreditation-related training on “Introduction to Quality Improvement.” The QI Council is currently promoting this training within the agency. Additional Accredited-related trainings are in the development process and will be added the training to the LCMS in the near future.

COMMUNICATION PLAN

Illustrates how the Workforce Development Plan will be communicated to all ADPH employees.

Table 6: Communication Plan

Communication Plan	
Communication Item	Workforce Development Plan
Timing	August 2016
Audience	All ADPH Employees
Objective	Inform all employees of the Workforce Development Plan and training opportunities
Delivery Medium	<ul style="list-style-type: none"> • LCMS • Email • State-wide Satellite Broadcast
Sender	<ul style="list-style-type: none"> • Bureau Directors • Senior Leaders • Supervisors
When	<ul style="list-style-type: none"> • Bureau Directors will first send email to Senior Leaders. Senior Leaders will send to all staff via email. • During initial release, Jamey Durham and Brent Hatcher will facilitate a statewide Satellite Broadcast to inform all employees of the Workforce Development Plan. • During appraisal period, supervisors will reiterate the existing Workforce Development Plan.

MONITORING AND EVALUATION

Majority of employees' registration, participation, and completion of trainings at ADPH are tracked electronically through the LCMS. The LCMS generates transcripts after participants have completed trainings. Additional trainings are tracked by other means. For TRAIN National, employees provide a screenshot of the completion of training page. Employees provide a printed version of the screenshot to their supervisor, who signs and dates the page to inform completion and approval. The supervisor provides their signature on the printed screenshot to notify completion of training.

BARRIERS

The majority of the barriers to the development of an adequate and properly trained workforce rest within our adaptability to changing conditions. Staff reductions, budget cuts, and retirements are clear examples of the barriers we currently face when trying to meet the educational needs of our employees. We cannot continue to provide training opportunities in a "business as usual" manner. Through partnership with the Region IV Public Health Training Center, TrainingFinder Real-time Affiliate Integrated Network (TRAIN), APHA, ALPHA, and others, we will seek opportunities to provide our employees with professional development opportunities via the web, video-conferencing, and on-demand.

Table 7: Training Schedule

Topic	Description	Target Audience	Competencies Addressed	Schedule
Advanced Leadership and Practice	This course provides public health practitioners and other health care providers with the leadership skills necessary to work effectively in the change environment at a community, state, or regional level.	Identified Staff Classification	Leadership and Management Development	Annual or when needed
Advanced Leadership and Practice Part II	This course provides advanced leadership skills necessary to work effectively in the change environment.	Identified Staff Classification	Leadership and Management Development	Annual or when needed
Dynamics of Supervision	This two-day Course provides individuals supervising personnel in state government with a solid understanding of the four management functions- planning, organizing, motivating and controlling.	Supervisors/ Managers	Leadership and Management Development	Quarterly
Employment Law	The participants will get a detailed study of federal employment laws that will cross their paths in today's workplace.	Supervisors/ Managers	Leadership and Management Development	Annual or when needed
Interview and Selection	The program offers a comprehensive look at the procedures necessary to conduct a valid and legal interview with superior results.	Supervisors/ Managers	Leadership and Management Development	Quarterly
Performance Appraisal for Supervisors	The program offers a comprehensive look at the procedures necessary to conduct employee evaluations with correct techniques and in a legally defensive manner.	Supervisors/ Managers	Leadership and Management Development	Quarterly
Progressive Discipline	The program offers a comprehensive look at the supervisor's role in administering discipline in a proper and legally defensible manner.	Supervisors/ Managers	Leadership and Management Development	Bi-annual
Transition from Management to	This course is intended to give the participant an overview of	Supervisors/ Managers	Leadership and Management	Annual or when needed

Topic	Description	Target Audience	Competencies Addressed	Schedule
Leadership	the characteristics and skill sets for both managers and leaders.		Development	
Building and Maintaining a Collaborative Culture	This course covers why collaboration is important, how to build a collaborative culture, and barriers to effective collaboration	All Employees	Staff Development	Annual or when needed
Dealing with Difficult People	This course provides individuals with techniques for interacting with individuals with challenging personalities and challenging behaviors.	All Employees	Staff Development	Quarterly
Family and Medical Leave Act	This program will cover the eligibility requirements for leave under the law, the types of leave, the qualifying illnesses, and necessary documentation.	All Employees – First Half Supervisors/Managers – Second Half	Leadership, Management, and Staff Development	Quarterly
Microsoft Access 2007 Level 1	This is a two-day introductory course that explores MS Access 2007 and the new user interface.	All Employees	Staff Skills Development	When needed/requested
Microsoft Access 2007 Level 2	This is a two-day course that explores MS Access 2007 and the new user interface.	All Employees	Staff Skills Development	When needed/requested
Microsoft Access 2007 Level 3	This is a two-day course that explores MS Access 2007 and the new user interface.	All Employees	Staff Skills Development	When needed/requested
Microsoft Excel 2007 Level 1	This is a two-day introductory course that explores MS Excel 2007 and the new user interface.	All Employees	Staff Skills Development	When needed/requested
Microsoft Excel 2007 Level 2	This is a two-day course that explores MS Excel 2007 and the new user interface.	All Employees	Staff Skills Development	When needed/requested
Microsoft Excel 2007 Level 3 and 4	This is a two-day course that explores MS Excel 2007 and the new user interface.	All Employees	Staff Skills Development	When needed/requested
Microsoft Power Point 2007	This is a two-day introductory course that explores MS PowerPoint 2007 and the new user interface.	All Employees	Staff Skills Development	When needed/requested
Microsoft Word	This is a two-day introductory	All Employees	Staff Skills	When

Topic	Description	Target Audience	Competencies Addressed	Schedule
2007 Level 1	course that explores MS Word 2007 and the new user interface.		Development	needed/requested
Microsoft Word 2007 Level 2	This is a two-day course that explores MS Word 2007 and the new user interface.	All Employees	Staff Skills Development	When needed/requested
Microsoft Word 2007 Level 3	This is a two-day course that explores MS Word 2007 and the new user interface.	All Employees	Staff Skills Development	When needed/requested
Presentation Skills	This course is conducted in two parts. One day for classroom discussion of presentation techniques and one day during a later week for class member presentations. Each class will consist of two groups to meet together for day one and separately day two.	All Employees	Staff Skills Development	When needed/requested
Productive Communication Skills	This course is designed to provide employees with the communication skills needed to help take them the next step up in their organization.	All Employees	Staff Skills Development	When needed/requested
Resilient Leadership: Building an Organizational Culture of Resilience	This course provides an overview of the nature of practices which constitute resilient leadership.	All Employees	Staff Development	When needed/requested
Sexual Harassment Prevention	Attendees will examine sexual harassment scenarios and determine the depth of the alleged violation.	All Employees	Staff Development	When needed/requested
State Government Orientation – Employee Benefits	This course will include presentations from representatives of host agencies on the major employment benefit packages of their respective departments.	All Employees	Staff Development	Quarterly
State Government Orientation – Personnel	The content addresses a comprehensive study of the history of the merit system and focuses on the responsibility of	All Employees	Staff Development	Quarterly

Topic	Description	Target Audience	Competencies Addressed	Schedule
	the state government to provide outstanding customer service to the taxpayers.			
Time Management	This course provides individuals with techniques for making the most of the limited amount of time available for work assignments.	All Employees	Staff Development	When needed/requested