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CERTIFIED PUBLIC MANAGER PROJECT

**Preparing for the Future
Through
Staff Development and Training**

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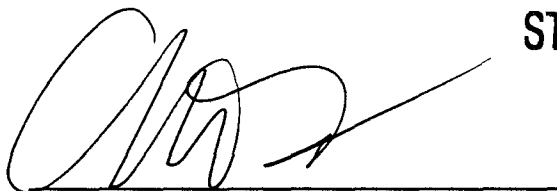
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March 23, 1999

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Matthew Petrofes

PREPARING FOR THE FUTURE

STAFF DEVELOPMENT AND TRAINING

South Carolina Department of Health and Environmental Control (DHEC), like other State agencies, has determined that it may face a significant challenge within the next five years as a large percentage of employees will retire or be eligible to retire. A particular concern is the number of upper and middle managers this may include. The projected number of DHEC employees eligible for retirement at the end of June 1999 is projected to be: 124 individuals with 30 or more years of service; 68 individuals over the age of 65; 299 individuals between the ages of 60 to 64; and another 83 individuals who are 55 years old with at least 25 years of service. By June 30, 2000 these numbers increase to: 172 employees with 30 years of service; 105 employees over the age of 65; 341 employees between the ages of 60 to 64; and 90 employees 55 years or older with 25 years of service (SCDHEC, 1998). As these individuals leave positions they have held for many years, the risk for creating significant voids is great. In addition, and closely related, another problem exists and that is one of retaining those employees who show the greatest potential for development into these positions and other leadership roles.

The goal of the Agency is to implement staff development and training

programs which will: ensure individuals are ready and willing to assume needed positions and other leadership roles within the next 2 to 5 years; reduce Agency turnover of employees during the first three to five years of their employment; increase personal growth and job satisfaction; and enhance the movement of women and minorities into positions of leadership (SCDHEC, 1998). The Agency must focus on preparing individuals interested in assuming different and/or higher positions with the competencies needed in order to succeed in career opportunities as they become available. It is equally important to emphasize the necessity to retain good employees within the agency by making possible the development of additional career skills for those not seeking a management position. The opportunities for transfer and promotions within the agency will increase morale, expand career paths, work toward changing the organizational culture and enhance everyone working together toward this common goal (The Manager's Role in Planning).

If the primary objective is to recruit and retain necessary workforce with a secondary goal to increase work satisfaction, it must be determined what skills are needed by employees to insure they are ready and available to assume leadership roles. Additionally, to enhance job satisfaction it must be determined what skills and training employees desire to obtain. To best determine what is needed to meet

both these objectives an evaluation of the training and education opportunities currently existing as well as a determination of who is accessing these various opportunities will need to be completed before implementing a program which will target talented individuals within the agency.

Health Services (HS) is the deputy area of SCDHEC concerned with protecting and promoting health for the citizens of South Carolina. All administrative activities for HS are under the division of Health Services Administration (HSA). The mission of HSA is to enhance customer service. A series of pilot projects are being implemented within Health Services Administration to insure we meet this mission. Each pilot project has a workgroup with a chairperson. The five chairpersons meet approximately every three weeks with the Director of HSA to exchange ideas and eliminate duplication of effort. The minutes of every workgroup meeting are sent to all HSA staff. Every individual in HSA is encouraged to participate not only with their "primary" workgroup, but also with the other workgroups. Input from all individuals is vital to the HSA team to meet the objectives of each of the workgroups.

To accomplish our mission of serving our customers, all members of HSA must have the necessary information, tools and training to perform their jobs. One of the pilot projects is to develop an equitable process which allows all employees

to pursue training, education and staff development opportunities. This process was begun with the implementation of the Staff Development and Training Workgroup (SD&T). Although this effort is being led by this workgroup, all employees in HSA are participating in this process.

The ST&D workgroup began meeting in September 1998 (Appendix A). I serve as the Chair of this workgroup. The first agenda topic was to determine what types of training and staff development are needed or will be needed in the future within Health Services and within the Agency, as a whole. The workgroup compiled a list of these training and staff development needs. To complete the list, we sought input from team members for additional types of training and staff development desired by individuals within HSA (Principles of Quality).

Information was gathered from the Office of Quality Management and the Office of Personnel Services, SCDHEC and the Center for Education, Quality and Assessment, SCB&CB as to the types of training and staff development activities available and or in the planning process. With this information, the workgroup established several parameters in which to work:

- Training required by DHEC
- Training which maybe needed or would enhance job performance
- Training not required, but considered personal development

- Educational Opportunities for staff.

The workgroup decided to divide training/conference/staff development opportunities into several categories for the purpose of evaluation and recommendation for the training policy of Health Services Administration. Seven categories were created. The names of training/conferences are categorized as follows:

DHEC Required

- Orientation
- Defensive Driving
- Customer Service
- Cultural Competency

HSA Required

- AIMS (DHEC financial management system)
- Discover
- Approach
- Computer skills
- Fundamental of 4th Generation Management (internal training available)

Professional Development

- Change Management (internal training available)
- Seven Management & Planning Tools
- State Government Processes
- Discipline specific workshops/training/meetings
 - Grants Management
 - Contract Specific
 - DPO Certification
- Program specific workshops/training/meetings
 - Minority Health Conference

- DHEC Mentoring Program

Skills Development

- Facilitating Groups
- Principles of Continuous Improvement
- Team Skills
- Managing Conflict (internal training available)
- Presentation Skills
- “Get It Write”
- Training of Trainers
- Telephone Skills
- DHEC Mentoring Program

Educational

- Associate Public Manager (APM)
- Certified Public Manager (CPM)
- Workshops
- Annual Meetings
- Tuition Assistance
- DHEC Mentoring Program

Personal Development

- First Things First
- Seven Habits of Highly Effective People
- DHEC Mentoring Program

Organization/Memberships

- SC Public Health Association (SCPHA)
- American Public Health Association (APHA)
- Southern Health Association (SHA)
- Certified Public Manager (CPM)
- SC Association for Government Procurement Officers (SCAGPO)
- SC State Employee Association (SCSEA)

All members of the HSA staff were polled to solicit input regarding the thoroughness of the categories and subject matter under each category. They were

encouraged to add additional categories and/or training, conferences, staff development opportunities.

Using these various categories, a training request form was designed (Appendix B) to be accessed on the shared network. To request to attend any type of training, staff development or conference, each employee must access the training form, complete and print the form and forward to supervisor for approval. Once the supervisor receives the form, he or she signs the form indicating approval. The form is forwarded to the Administrative Assistant for entry of approval date into tracking system and then forwarded back to employee so they may completed training/travel arrangements.

This process was implemented January 2, 1999. All staff members of Health Services Administration were requested to access the training request/tracking system and to enter all previous training, staff development or conferences. Although entering all previous training is optional, staff was instructed that all training which has been designated as required must be entered into the system.

Thus far, one of the obstacles to be overcome with this system is the reluctance of some staff members to access the system to enter past training. Others are reluctant to request training or, it appears, more circumspect about

requesting to attend training. To overcome this obstacle, it will be necessary to address concerns or problems with the system in the total team meetings. Also, one-on-one assistance with accessing and using the system will be offered to staff.

The cost with implementing this system is primarily the cost of the training and staff development courses. However, when you evaluate the cost of hiring and training new employees coupled with the lost of the institutional knowledge, the cost of the training and staff development courses may prove to be insignificant. The approval form has a section has to insert the cost of the training event. This cost information will be tracked and reports produced to be used in the evaluation of the system.

In conjunction with the pilot program being instituted within Health Services Administration, the agency is developing a Mentoring program. I am currently serving on the development and implementation committee. This process began in August 1998. The committee has met once a month to develop guidelines and an implementation time line. It is intended to incorporate concepts of the agency Mentoring program into the HSA Staff Development and Training pilot program.

One concept which will be unique to HSA as opposed to the total Agency is "team mentoring" (Dockery & Sahl, 1998). HSA is organized as a self-directed

team and sub-divided into discipline focused work units. The process will involve mentoring of individuals by all members of discipline focus work unit. This will be done in an effort to cross-train and cultivate employees who desire to be ready should a higher level and/or a different position become available. We anticipate this process will help to ensure the cultivation of quality employees required for the future of our organization.

The area for which I have direct responsibility is the Contracts Discipline work unit. This a significantly large area of responsibility with over 600 active contracts within the central office area of Health Services. This is also a very complicated process with many legal, audit and financial ramifications. Several of the staff in this unit have been with the Agency in excess of twenty years. Their expertise is an invaluable quantity which, up to this point, has not been fully utilized for training or development purposes, except when new staff is hired. This unit has taken on this challenge to find a new and better way to ensure the knowledge of these individuals will not be lost or wasted.

The Contracts Unit met on January 20, 1999. It was decided, at this meeting, to move the majority of the contract caseload from the most senior staff member of this unit to other members of the unit. This action will allow this senior staff person to coordinate the training and development of the other eight members

of the team. The remaining senior staff will also participate in providing training and development to the other staff members who possess less knowledge. Each staff member will be expected to learn all aspects of the contracting process.

This process will be implemented within the next two months. An additional benefit of this process is that participants will recognize their importance to the future of HSA and hopefully, be more inclined to remain in HSA. Each individual will be continually reminded that they are not alone in professional development and self improvement (Dockery & Sahl, 1998). The individuals undergoing development commits extra time and effort; however, as with the Agency mentoring program, there will be no promises of promotions or other job changes.

The Communication Workgroup is developing a HSA "calendar" using GroupWise. The Staff Development and Training Workgroup will participate in the development of this calendar by detailing all known scheduled meetings, training and conferences. Each month this calendar will be updated by a member of the SD&T workgroup with any additional training and/or staff development opportunities which are being offered. There will also be a separate bulletin board to post available training and educational opportunities. All HSA staff will be encouraged to participate in posting any information which they may receive

regarding training, staff development or educational opportunities.

It is important to implement a process for developing workforce toward individual personal and professional goals. It is also vitally important for our customers to feel confident in our abilities. By adapting a higher plan of professionalism by developing staff with the appropriate knowledge, skills and attitudes we can achieve both of these objectives.

The real focus on development should build on the strengths of the individuals. The climate for these programs has been and should be deliberately positive and set the stage for individual and Agency commitment to the developmental activities that will build on unique strengths and address development needs.

Evaluation:

HSA must be committed to conducting a comprehensive evaluation process in order to accurately assess our performance toward our goal. Process objectives are under way in the developmental stage; however, the real test will be assessing the outcome objectives. These objectives will assist us in quantifying our success in meeting our goal. The goal is to develop individuals within HSA by implementing staff development and training programs which will ensure individuals are ready and willing to assume needed positions; reduce HSA turnover

of employees and; increase personal growth and job satisfaction.

The process evaluation will answer such key questions as: What training/developmental activities were engaged in; by whom and when; how many employees participated; were the trainings appropriate activities by those accessing them, was the process under utilized and if so, why; and, finally, what is the added cost of the training and staff development? This information will be tracked on an ongoing basis. A tracking log has been developed in Approach 97 (Appendix B). The tracking log will be used to follow staff training and development, to ensure equity in participation, and to document the cost.

It is expected that this program will be ongoing for several years before the full evaluation can be completed. However, tracking of outcomes can be measured as the process continues. It will be necessary to refine various aspects of the program as the process continues. Staff participants will be surveyed after the process has been operational for six months. The purpose of this survey will be to assess: if staff feels their training and developmental needs are being met; documenting in which training and developmental opportunities they have participated and why; any changes they feel are necessary to benefit them and/or the process; and to note any increase or decrease in job satisfaction or plans for job relocation.

and development is having on our customers. A survey will need to be conducted to assess this impact. The Quality Improvement Workgroup has surveyed a sampling of our customers in an effort for us to improve our services. We are using the results of this survey to enact Action Plans to help us toward this goal. In the next survey, we will need to include questions to invoke responses on the training needs for our staff as seen by the customer, improvements which have been noticed as a result of training and the areas in which they (the customer) feel training is needed.

Another aspect which cannot go without evaluation is the effect or lack of effect on the managers within Health Services. Are managers allowing employees access to the training and development opportunities? It is recognized that not every manager feels strongly regarding the need for staff development. Some managers regard training as valuable time lost from work duties, while others are fearful of training or developing an employee into another position. A third survey must target management to answer these questions.

Another evaluation of the process will be to see if the cost of these various training and staff development efforts are reaping the desired benefits. Have staff turnovers been reduced? Are staff members accessing the opportunities in an equitable manner? Have staff members received adequate training and

development to retain them for other positions within the Agency, thereby, benefiting the Agency as a whole?

Full implementation of the staff training guidelines and the tracking log should be completed by March 1999. The process and results will be reviewed in detail after the first year. If this process is successful within HSA, it is expected the Deputy Commissioner will recommend to senior management within Health Services to implement part or all of the process into each of the Divisions.

References:

Dockery, K. & Sahl, R. (1998). Team Mentoring. Workforce. August 1998.

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South Carolina Department of Health and Environmental Control, DHEC Task Force Report on Women in State Government. (1998).

South Carolina Department of Health and Environmental Control, DHEC EEO Statewide EEO Report. (1998).

South Carolina Department of Health and Environmental Control, South Carolina Department of Health and Environmental Strategies to Reduce Employee Turnover. (April 1998).

State of South Carolina Human Resource Information System, Employment Report by Sex and Race within Agency and Band. (September 1998).

State of South Carolina Human Resource Information System, Monthly Employment Roster Report Sequenced by Band, Class Code. (April 1998).

APPENDICES

Health Services Administration Request For Training (In-State and Out-of State)

APPENDIX B

This form is submitted for any training/workshop, conference, or meeting which requires, Supervisor approval whether or not there is a cost to DHEC.

Employee Name & SS #

Name of Training

Date of Training

Training Categories

- DHEC Required Organization/Membership Professional Development HSA Required
 Educational Personal Development Skills Development

Mode of Transportation: Air Personal Car State Car Pre-Registered Yes No

Sponsor of Training

Date Submitted

03/17/99

Registration Cost

Travel Cost

Meals

Lodging

Total Cost

\$0.00

*Include Mileage

Supervisor Signature

Date Approved

ROUTING:

1. Employee completes training request in Approach.
2. Print request.
3. Forward completed request to supervisor for approval & signature.
4. Supervisor forwards training request to Administrative Assistant for input.
5. Administrative Assistant returns to employee for information after input.
6. Employee submits to HSA finance discipline for payment.
7. Employee makes their own reservations, etc.

APPENDIX A

STAFF DEVELOPMENT AND TRAINING IMPLEMENTATION PLAN

		1998 SHORT TERM				1999 SHORT TERM				1999 LONG TERM						
ACTIVITY	9/98	10/98	11/98	12/98	1/99	2/99	3/99	4/99	5/99	6/99	7/99	8/99	9/99	10/99	11/99	12/99
Workgroups selected	X															
Workgroup meeting	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Draft workgroup goal and training/staff development categories	X															
Solicit input from team members	X	X														
Prepare final list of categories		X														
Work with Research & Dev. workgroup to develop training request form and tracking system		X	X													

ACTIVITY	9/98	10/98	11/98	12/98	1/99	2/99	3/99	4/99	5/99	6/99	7/99	8/99	9/99	10/99	11/99	12/99
Present recommendations to total team			X													
Present request form and tracking information to total team					X											
Begin using training request form and tracking system																
Team members enter past training information into tracking system					X	X	X	X								
Request form used to request approval					X	X	X	X	X	X	X	X	X	X	X	X
Continuous evaluation of training categories and use of form						X	X	X	X	X	X	X	X	X	X	X
Work with Communications Workgroup to get training opportunities entered into calendar							X	X	X	X	X	X	X	X	X	X
Work with IOU workgroup on spring training					X	X	X	X	X							
Produce 6 month report regarding to document training opportunities accessed by total team											X					
Re-organize team membership											X					
Re-evaluate training request form and training/development opportunities											X	X				

ACTIVITY	9/98	10/98	11/98	12/98	1/99	2/99	3/99	4/99	5/99	6/99	7/99	8/99	9/99	10/99	11/99	12/99
Revise, as necessary, form, communication guidelines and tracking system												X	X			
Produce annual report of training activities of total team members																X
Evaluate training activities																X