BPH Professional Development Forum

Developing and Supporting a Competent, Empowered Workforce

BPH Workforce Workgroup, June 2014, BP 10-11
Why are we here today?

OBJECTIVES

1. Describe the scope of the Workforce Workgroup
2. Explain the steps of succession planning (*Ladder*)
3. Describe workgroup activities completed in 2013 and how BPH employees can get involved (*Handout*)
4. Identify best practices and gaps in Bureau onboarding processes (*Group Discussion*)
5. Describe next steps for BPH workforce efforts
BPH Workforce Development Timeline

- NPHII Grant Application 2010
- BPH Strategic Plan 2011
- BPH Workforce Survey 2012
- BPH Workforce Workgroup 2012-Present
- BPH Workforce Coordinator Hired January 2014
- BPH Workforce Plan (under development)
How do we find the right people?

Rung #1: Recruitment

Objective 2: Explain succession planning
Recruitment
• As of May 28th, 2014 ≈ 162/700 (23%) of BPH positions were vacant with action being taken on ≈ 45 of these positions #

#DHHR HR Data FY 2013, July 2013 – March 2014
Where did we come from?

Objective 1: Scope of Yellow Team

- BPH Strategic Plan 2011
- Post-Strategic Plan Task List 2012
- Workgroup Development and Subcommittees 2013
Implement Succession Planning

Implement key strategies to retain, develop, and support personnel
How do we welcome new employees?

Rung #2: Onboarding

Objective 2: Explain succession planning
Onboarding
• In 2012, 55% of BPH respondents had worked in their position for < 5 years*

Recruitment
• As of May 28th, 2014 ≈ 162/700 (23%) of BPH positions were vacant with action being taken on ≈ 45 of these positions #

WHAT IS ONBOARDING?

“The mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders.”

Not just your job...

But why it matters...

And how it fits in the broader organization...
### Number of positions held

<table>
<thead>
<tr>
<th>No. of Positions</th>
<th>%</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>45.3%</td>
<td>53</td>
</tr>
<tr>
<td>2</td>
<td>20.5%</td>
<td>24</td>
</tr>
<tr>
<td>3</td>
<td>16.2%</td>
<td>19</td>
</tr>
<tr>
<td>4</td>
<td>8.5%</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>3.4%</td>
<td>4</td>
</tr>
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<td>6</td>
<td>3.4%</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>1.7%</td>
<td>2</td>
</tr>
<tr>
<td>20</td>
<td>0.9%</td>
<td>1</td>
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On average, respondents had held 2.4 positions within BPH (median 2)...

56% of respondents reported none of their positions included a formal onboarding process.
Years employed vs. years in position

Reason for last position change:
- Salary increase
- Career Advancement

- Number of employees who have been employed for:
  - Less than 1 year: 9
  - 1 to 5 years: 37
  - 5 to 10 years: 22
  - 10 to 15 years: 22
  - 15 to 20 years: 14
  - 20 to 30 years: 13
  - 30+ years: 2

- Number of employees who have been in their current position for:
  - Less than 1 year: 13
  - 1 to 5 years: 45
  - 5 to 10 years: 25
  - 10 to 15 years: 9
  - 15 to 20 years: 9
  - 20 to 30 years: 9
  - 30+ years: 0

N = 118
N = 109
How do we build capacity?

Rung #3: Professional Development

Objective 2: Explain succession planning
BPH Workforce Ladder

**Professional Development**
- In 2012, 29% of BPH respondents had < 5 years public health experience *
- In 2012, 48% of BPH respondents were interested in public health coursework *
- From 7-2013 to 3-2014, 43 (~6%) of BPH employees were promoted #

**Onboarding**
- In 2012, 55% of BPH respondents had worked in their position for < 5 years *

**Recruitment**
- As of May 28th, 2014 ≈ 162/700 (23%) of BPH positions were vacant with action being taken on ≈ 45 of these positions #

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*BPH Workforce Assessment Report (2012), 81% response rate  #DHHR HR Data FY 2013, July 2013 – March 2014*
Facilitated Discussion

• **TIME: 15 MINUTES**

• **RULES**
  - No such thing as a stupid question
  - Stay positive, open-minded and actionable
  - Allow people to finish speaking

• **ROLES**
  - Note-taker
  - Facilitator
  - Report-out
Group Discussion Questions

1. What are two (2) things that made your work challenging when you started at BPH that could be improved using an onboarding process?

2. What are two (2) things that were helpful when you started at BPH?

3. What are three (3) things the Bureau could do to reduce employee stress?

4. What are three (3) ways the Bureau could promote employee recognition?

REFER TO HANDOUT
How do we keep capacity?

Rung #4: Employee Engagement

Objective 2: Explain succession planning
**Employee Engagement**
- In 2012, 20% of BPH respondents listed *lack of recognition* as a reason they would leave public health practice*
- In 2012, 27% of BPH respondents listed *stress* as a reason they would leave public health practice; 70% listed *salary*.

**Professional Development**
- In 2012, 29% of BPH respondents had < 5 years public health experience*
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**Onboarding**
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# DHHR HR Data FY 2013, July 2013 – March 2014
What we’ve done and how you can help

REFER TO HANDOUT

Objective 3: Describe activities completed
How do we keep it going?

Rung #5: Knowledge Transfer and Employee Exit

Objective 2: Explain succession planning
Knowledge Transfer/Exit
• More than 60 (≈ 9%) BPH employees are currently eligible to retire with an additional
  100 eligible in the next 5 years#
• From 7-2013 to 3-2014, 18 (≈ 3%) BPH employees retired and 66 (≈ 9%) BPH employees
  resigned or transferred to another state agency#

Employee Engagement
• In 2012, 20% of BPH respondents listed lack of recognition as a reason they would
  leave public health practice*
• In 2012, 27% of BPH respondents listed stress as a reason they would leave public
  health practice; 70% listed salary*

Professional Development
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BPH Workforce Assessment Report (2012), 81% response rate
Next Steps

Over the next 9-12 months...

- Develop and Implement a Workforce Recruitment, Retention and Development Plan
- Assess and Fill Critical Vacancies

Objective 5: Share next steps in workforce development
Overview of OHRM Structure

• Employee Development
  Verena Mullins, Director

• Employment Litigation
  Monica Robinson, Director

• Employee Management
  Stephanie Burdette, Director

• Employee Recruitment & Retention
  Stephanie Burdette, Acting Director

• Employment Services
  Regina Dayfield, Director

• Office of Bureau Relations
  Jennifer Hicks, Director
OHRM Initiatives to Assist BPH

• EMPLOYEE DEVELOPMENT
  • Annual Leadership Conference
  • Management Boot Camps
  • Annual HR Conferences

• EMPLOYEE RECRUITMENT AND RETENTION
  • Assists with recruitment efforts
  • New Exit Survey
  • Onboarding website for new employees
Is it a ladder?  Or a loop?

Your environment doesn't define you. I don't have a lot of money, but I can help train people and I can talk to people. We can all be mentors to the next generation. – Jackie Joyner-Kersee
Questions? Comments? Ideas?

I am only one; but still I am one.

I cannot do everything; but still I can do something.

I will not refuse to do something I can do.

-- Helen Keller

THANK YOU FOR THE WORK YOU DO

Alone, we can do so little;

Together, we can do so much.

-- Helen Keller

Email: bphworkforce@wv.gov
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