

Workforce Development Goals

Abbreviation Index

Many abbreviations can be found throughout the Workforce Development Goals listed below. Here are those abbreviations and what they stand for:

- CPR: Canton Parks and Recreation
- DLT: Division Leadership Team
- EHS: Environmental Health Specialist
- FM: Fiscal Manager
- HEC: Health Equity Coordinator
- ICS: Incident Command System
- NC: Newsletter Committee
- OC: Onboarding Coordinator
- PC: Preparedness Coordinator
- PIAC: Performance Improvement and Accreditation Coordinator
- PMS: Performance Management System
- QI: Quality Improvement
- REAP: Racial Equity Action Plan
- REHS: Registered Environmental Health Specialist
- TT: TomTod
- WDS: Workforce Development Specialist
- WFDT: Workforce Development Team
- WMTY : What Matters To You?

Workforce Development Goals

Goal One: Fostering a positive work environment to support our employees

Objectives	Strategies	Tactics	Responsible Party
<p>A. Promote communication and transparency within the department <i>Measure: At least 75% of CCPH staff indicate the newsletter meets the above goal (Data source Staff Newsletter Utilization Survey, 2021)</i> Baseline: 81%</p>	<p>Continue to publish a staff newsletter that highlights happenings in the department each quarter</p>	<ul style="list-style-type: none"> • Assess staff satisfaction with quarterly newsletter annually by 12/1/24, 12/1/25, 12/1/26, 12/1/27 • Review satisfaction results with Newsletter Committee and create action steps annually by 12/15 of each year (as mentioned above) • Provide all staff a report of newsletter feedback with action steps included annually within 30 days of survey closing 	<p>WFDT/ NC</p>
<p>B. Roll out a peer-to-peer informal appreciation process <i>Measure: By the end of 2024, 100% of CCPH divisions will have staff recognized through this system</i> Baseline: 0%</p>	<p>Design an internal shoutout procedure</p>	<ul style="list-style-type: none"> • Create plan by 2/20/24 • Implement first quarterly round by 4/16/24 	<p>WFDT</p>



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Objectives	Strategies	Tactics	Responsible Party
<p>C. Revise Employee Recognition Program <i>Measure: By 7/16/24, CCPH will have an active Employee Recognition Program</i> <i>Baseline: Inactive program</i></p>	<p>Create and implement a standardized and consistent recognition process that withstands changing strategic values</p>	<ul style="list-style-type: none"> • <i>Discuss options by 1/16/24</i> • <i>Review Policy by 4/16/24</i> • <i>Open process to staff by 7/16/24</i> 	<p>WFDT</p>
<p>D. All staff shall have an appropriate introduction to CCPH foundational plans <i>Measure: 100% of new staff will complete one quarterly session regarding WFD Plan, REAP, Emergency Preparedness and QI/PMS</i> <i>Baseline: 75%</i></p>	<p>Ensure that new staff participate in a session about Workforce Development, Health Equity (Racial Equity Action Plan, Quality Improvement and Performance Management, and Emergency Preparedness within their first 90 days of employment</p>	<ul style="list-style-type: none"> • <i>WDS, HEC, PC and PIAC will identify quarterly dates for the following year by September of each year</i> • <i>WDS will share dates with Division Leadership Team so they can sign new staff up</i> 	<p>WDS, HEC, PIAC, PC</p>



Goal One: Fostering a positive work environment to support our employees

Objectives	Strategies	Tactics	Responsible Party
<p>E. Incorporate NACCHO's Joy in Work Toolkit into Career Development meetings <i>Measure: By 12/31/26, 100% of CCPH divisions have implemented WMTY Model during staff career development meetings.</i> Baseline: 0%</p>	<p>Use "What Matters to You?" conversations to build on assets and identify drawbacks of staff's work environment, daily procedures, etc.</p>	<ul style="list-style-type: none"> • <i>Introduce process to DLT by 1/9/25</i> • <i>Train key staff in "What Matters to You?" conversations by 6/12/25</i> • <i>Implement by 1/31/26</i> 	<p>WFDT, DLT</p>
<p>F. Maintain a fluid onboarding process to best meet needs of cohorts of new hires <i>Measure: Annually, 90% of new hires will report a positive onboarding experience.</i> Baseline: ASK SEAN</p>	<p>Review and revise Onboarding Policy and associated procedures biennially</p>	<ul style="list-style-type: none"> • <i>Review onboarding satisfaction data by 1/31/2025</i> • <i>Make necessary changes to Onboarding Policy by 8/10/2025</i> 	<p>WFDT, OC</p>
<p>G. Increase retention and longevity of CCPH staff <i>Measure: Achieve and maintain an average annual retention rate of 80% by Dec. 31, 2024</i> Baseline: MADDY CALCULATING</p>	<p>Identify reasons staff maintain or terminate employment with CCPH</p>	<ul style="list-style-type: none"> • <i>Host annual stay interviews with different cohorts of staff by 6/30/2024</i> • <i>Analyze stay interview data by 8/31/2024</i> • <i>Review exit interview aggregate data by 10/31/2024</i> • <i>Identify action items from data by 12/31/2024</i> 	<p>WFDT</p>



Goal One: Fostering a positive work environment to support our employees

Objectives	Strategies	Tactics	Responsible Party
<p>H. Review and revise the Position Descriptions Policy <i>Measure: By 3/29/24, the revised Position Descriptions Policy is active.</i> Baseline: The current Position Description Policy is out of date and does not reflect best practices of job description writing</p>	<p>Use current Position Descriptions Policy and current City of Canton job description guidelines to redesign policy</p>	<ul style="list-style-type: none"> • <i>Resume Position Description Policy review meetings by 1/22/24</i> • <i>Present policy to DLT by 3/14/24</i> • <i>Make revisions and implement by 4/11/24</i> 	<ul style="list-style-type: none"> • <i>WDS, OC, HEC, FM</i>
<p>I. Create and implement an Employee Offboarding Policy <i>Measure: By 12/31/26, 90% of staff terminating their employment with CCPH that quarter complete the Exit Interview</i> Baseline: Approximately 75% of previous CCPH staff have completed the Exit interview</p>	<p>Use Onboarding Policy process to reflect a seamless offboarding for employees terminating employment with CCPH, emphasizing the collection of retention and satisfaction data on the Exit Interview</p>	<ul style="list-style-type: none"> • <i>Begin policy writing by 4/1/24</i> • <i>Present policy for DLT review by 6/28/24</i> • <i>Complete any revisions and implement by 7/31/24</i> 	<ul style="list-style-type: none"> • <i>WDS, OC, HEC, FM</i>



Goal Two: Upskilling and reskilling for employee growth

Objectives	Strategies	Tactics	Responsible Party
<p>A. Encourage peer-to-peer learning throughout CCPH <i>Measure: At least one training is recommended per quarter</i> <i>Baseline: There is no active staff training recommendation process</i></p>	<p>Highlight a training recommended for staff, by staff once a quarter.</p>	<ul style="list-style-type: none"> • Have Training Recommendation Form and process complete by 1/31/24 • Educate CCPH staff on training recommendation process by 4/6/24 • Select a training recommended by staff on the Training Recommendation Form to be live on Reach Learning Management System by end of Q2 2024 	<p>WDS</p>
<p>B. Increase staff knowledge of available training <i>Measure: 70% of staff express confidence in finding personalized trainings</i> <i>Baseline: To be determined from 2024 survey</i></p>	<p>Host Building Longer Tables sessions about trainings available to staff annually</p>	<ul style="list-style-type: none"> • Conduct staff surveys regarding their awareness of training resources by 5/1/2024 • Conduct staff post-survey about training options 	<p>WFDT</p>



Goal Two: Upskilling and reskilling for employee growth

Objectives	Strategies	Tactics	Responsible Party
<p>C. Address CCPH’s highest training need per PHWins 2021 <i>Measure: 100% of CCPH staff will complete a Change Management and/or Conflict Resolution training by 12/31/2024</i> <i>Baseline: 0%</i></p>	<p>Identify trainings that address highest training needs</p>	<ul style="list-style-type: none"> • Continue to plan recurring Conflict Transformation trainings with the University of Akron Center for Conflict Management • Identify change management trainings staff can participate in 	<p>WDS</p>
<p>D. Increase opportunity for staff to receive professional credits (CE) for in-house trainings <i>Measure: CCPH has adopted a policy/process to provide CEs to staff for internal trainings by 12/31/26</i> <i>Baseline: This is not currently done</i></p>	<p>Create process to identify, request, and assign CEUs for internal training</p>	<ul style="list-style-type: none"> • Research other health department CEU training processes by 1/31/2026 • Determine what type of CEs CCPH staff need most 	<p>WFDT</p>



Goal Two: Upskilling and reskilling for employee growth

Objectives	Strategies	Tactics	Responsible Party
<p>E. Assess department workforce needs and staff satisfaction <i>Measure: Have 100% of CCPH staff complete PHWins 2024</i> <i>Baseline: 2021 PHWins Completion</i></p>	<p>Participate in the 2024 PHWins national survey</p>	<ul style="list-style-type: none"> • <i>Confirm participation between March and May 2024</i> • <i>Communicate importance of survey to CCPH staff</i> • <i>Administer PHWins 2024 survey</i> • <i>Receive and review results</i> 	<p>WFDT, DLT</p>
<p>F. Support staff development by providing allotted work time for trainings <i>Measure: 75% of CCPH staff will complete two hours of professional development</i> <i>Baseline: There is currently no formal allotted time for training</i></p>	<p>Integrate two hours of training time per employee each quarter by 12/31/2025; half the training time should reflect CCPH’s biggest organizational training needs with the other half being position specific (After 2025, the goal will be four hours by 2026 and eight hours by 2027 to meet the 33 hour national average of training time)</p>	<ul style="list-style-type: none"> • <i>Upload quality, credit-awarding courses (if applicable) to learning management system no later than 3/2025</i> • <i>Roll out staff goal of two hours training time a quarter by 6/2025</i> • <i>Track training completion in learning management system quarterly</i> 	<p>WFDT, DLT</p>



Goal Two: Upskilling and reskilling for employee growth

Objectives	Strategies	Tactics	Responsible Party
<p>G. All CCPH staff shall uphold organizational competencies to ensure consistent delivery of public health services <i>Measure: Adopt new organizational competencies by 12/31/2026</i></p>	<p>Review and revise CCPH Organizational Competencies</p>	<ul style="list-style-type: none"> • Host organizational competencies focus group by 4/30/26 • Identify new organizational competencies by 6/30/26 • Incorporate organizational competency-related trainings to learning management system by 12/31/2026 	<p>WFDT</p>
<p>H. CCPH staff are competent in emergency response roles and concepts <i>Measure: 100% of staff will complete an ICS or refresher training every three years</i> <i>Baseline: Unknown</i></p>	<p>CCPH staff will have completed an ICS training or refresher course to increase CCPH preparedness</p>	<ul style="list-style-type: none"> • Identify baseline • Identify method for tracking • Identify relevant courses for refresher • Identify CCPH roles for ICS+ training 	<p>PC</p>



Goal Two: Upskilling and reskilling for employee growth

Objectives	Strategies	Tactics	Responsible Party
<p>I. Improve process for creating online trainings and tracking training completion <i>Measure: 100% of staff are enrolled into Reach within 30 days of hire (there will be an additional measure regarding utilization TBD from Reach metrics)</i> Baseline: Does not currently exist</p>	<p>Adopt and implement Articulate training creation and Reach learning management systems Integrate CCPH required policy readings into Articulate quick-learns by 12/31/24</p>	<ul style="list-style-type: none"> • <i>Receive Reach by 1/31/24</i> • <i>Begin creating policy trainings with knowledge checks and compliance features by 2/28/24</i> • <i>Begin enrolling staff by 3/29/24</i> • <i>Pilot quick-learns versus policy reading with new hires by 5/30/24</i> • <i>Host manager training sessions on admin capabilities by 6/30/24</i> 	<p>WDS</p>



Goal Three: Ensuring a diverse public health workforce of the future

Objectives	Strategies	Tactics	Responsible Party
<p>A. Increase recruitment of qualified candidates for REHS position <i>Measure:</i> See a 30% increase of qualified REHS applications by 12/31/2024 Baseline: To be determined in 2024</p>	<p>Increase STEM student knowledge of public health career options</p>	<ul style="list-style-type: none"> • Create first social media campaign highlighting REHS position by 11/10/23 • Create EH Staff video spotlights for website • Communicate REHS info to colleges and universities through strategically timed awareness and outreach on job openings and REHS application process 	<p>WDS, EH Staff</p>
<p>B. Increase public health career exploration for diverse student populations <i>Measure:</i> At least 80% of K-12 career events attended annually will have a diverse student population Baseline: In 2023, 80% of K-12 events attended were in school districts with greater than 25% BIPOC student enrollment</p>	<p>Prioritize selection of K-12 career events to attend based on percentage of BIPOC student enrollment (greater than 25%)</p>	<ul style="list-style-type: none"> • Perform an audit of previous year's K-12 career events in January of each year, identifying events to attend again • Reach out to event organizers of identified events no more than a quarter in advance to inquire about participation 	<p>WDS</p>



Goal Three: Ensuring a diverse public health workforce of the future

Objectives	Strategies	Tactics	Responsible Party
<p>C.1. Promote public health as a career option through educational opportunities for middle school, high school and college students <i>Measure: Host interns in CCPH program areas by 12/31/26</i> Baseline: This is not currently done</p>	<p>Create a mutually-beneficial internship program</p>	<ul style="list-style-type: none"> • Meet with Civil Service regarding internship pipelines by 1/31/25 • Have DLT identify division work that could be completed by interns no later than 3/30/25 • Review and revise Internship Policy by 6/30/25 • Communicate internship opportunities to local schools continuously 	<p>WDS, DLT, Academic Partners</p>
<p>C.2. (See above) <i>Measure: Host summer camp activities for students by 8/2025</i> Baseline: This is not currently done</p>	<p>Host public health summer camp sessions with Parks and Rec by Summer 2025</p>	<ul style="list-style-type: none"> • Communicate with Canton Parks and Rec by Summer 2024 • Plan public health summer camp activities with DLT by 12/31/2024 	<p>WDS, DLT, CPR</p>



Goal Three: Ensuring a diverse public health workforce of the future

Objectives	Strategies	Tactics	Responsible Party
<p>C.3. (See Above) <i>Measure: A community health-focused TomTod semester is complete by 6/1/2024</i> Baseline: This is not currently done</p>	<p>Partner with TomTod for a Community Health focused “What If?” semester</p>	<ul style="list-style-type: none"> Plan health department/ community health “field trip” activities for students with TomTod staff by 2/28/2024 Host TomTod students by 3/30/2024 Participate in TomTod interview plunges and project pitches throughout Spring 2024 semester 	<p>WDS, TT</p>
<p>C.4. (See Above) <i>Measure: Attend 24 career exploration events in 2024</i> Baseline: WDS attended 19 school and youth career exploration events in 2023</p>	<p>Collaborate with schools and youth development organizations for career exploration event participation</p>	<ul style="list-style-type: none"> Receive invitations to 2024 career events periodically throughout the year Attend career events to represent general public health careers, highlighting any urgently needed positions 	<p>WDS, Academic Partners</p>