



Workforce Development Plan

Canton City Public Health

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FINAL



A. APPROVAL

This document has been approved in accordance with the “800-001-P Standards for Writing and Approving Policies, Procedures, Standard Operating Guidelines, and Forms” procedure as of the effective date listed above.

B. REVISION & REVIEW HISTORY

Revision Date	Review Date	Person	Notes on what changed



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D. PURPOSE

Training and development of the workforce is one part of a comprehensive strategy toward agency quality improvement. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs and addressing those gaps through targeted training and development opportunities.

This plan serves as the foundation of Canton City Public Health's ongoing commitment to the training and development of its workforce.

Sections F, G, H, and J specifically address documentation requirements associated with PHAB Accreditation Measure 8.2.1.1.

E. AGENCY PROFILE

1. MISSION, VISION AND VALUES

a) Canton City Public Health's mission is "Working together to prevent the spread of disease, promote health, and protect the public from harm. Our vision is to be "the leader in advancing population health". Our Core Values are:

- Quality- Excellence in all we do.
- Service- Ask, listen, and respond to the needs of the community.
- Equity- Assure access to opportunities for all to maximize health.
- Trust- Open and transparent in all our actions.

2. STRATEGIC PRIORITIES

a) From the Strategic Plan released in June 2017 (Updated June 2018) Canton City Public Health's priorities are:

- Communicable Disease Control
- Chronic Disease and Injury Prevention
- Environmental Health and Air Pollution Control
- Maternal, Child, and Infant Health
- Access to Health Care and Clinic Services
- Foundational Services*
- Staff Development*

**Priorities to be addressed in this Workforce Development (WFD) Plan*

3. GOVERNANCE

a) Canton City Public Health is governed by a Board of Health comprised of 5 members, appointed by the Mayor and confirmed by City Council, and the mayor. Per Ohio Administrative Code 3701.342 all Board of Health members must complete 2 hours of continuing education annually. The areas of training include, but are not limited to: ethics; public health principles; and



member's responsibilities. Members as of this writing with expiration year of their terms include:

- Mayor Thomas Bernabei
- Stephen Hickman, DVM (2022)
- Marc Fiorentino, MD (2019)
- Amy Lakritz, MD, FAAP (2020)
- Bernadine Snell (2018)
- Patrick Wyatt (2020)

4. LEARNING CULTURE

- a) Canton City Public Health staff attends a wide variety of continuing educational trainings on varying topics of interest, generally pertinent to their position. Staff have been involved in the planning of various professional educational conferences both as organizer and trainer. Per needs assessment data gathered in July 2018, staff members are self-motivated to learn and grow in their profession and derive satisfaction in improving their competencies within public health fields. The department is supportive of staff desiring to pursue higher education within their field of expertise and demonstrates this by allowing employees to flex their work time to allow for outside classes, offering tuition reimbursement, and/or leave for employees wishing to further their education and career. Training is funded through separate line items in the budget. Division leaders are responsible to review their training budget yearly with administration so anticipated expenses are included in the yearly budget proposal. Employees are also strongly encouraged to seek out and take advantage of the many free trainings online and at nearby agencies.
- b) Canton City Public Health holds a yearly meeting for all staff in which various professional development activities occur. This meeting is designed to highlight the happenings within the various departmental divisions and committees, as well as to promote unity and the sharing of ideas. Cultural competency training is typically featured at this meeting. It is also at this meeting that staff is recognized for their efforts throughout the year and the Health Commissioner, accreditation teams, and committees share their accomplishments, visions and goals for the future.
- c) This will be the first Workforce Development Plan (WFD Plan) in place for Canton City Public Health and represents first steps toward a more focused and organized effort at developing a more confident and competent workforce that will serve the community in the best manner possible. As Canton City Public Health looks to the future, the goals will become more refined and highlight the progress made, more than the shortcomings exposed. This plan is written with full understanding of departmental strengths and weaknesses, with the goal of capitalizing on opportunities to become the strong department that is needed to lead the way to a healthier community fulfilling our Mission and Vision.



5. WORKFORCE POLICIES

- a) The current health code allows for Occupational Improvement Leave and Continuing Education Incentive in section 207.13.
- b) The following policies have been created to assist and support employees and promote a more positive work culture:
 - 800-009-P Employee Training Policy
 - 800-025-P Employee Recognition Policy
 - 800-029-P Lactation Accommodation Policy
 - 800-032-P Alternative Work Schedule Policy

6. LINKS TO OTHER AGENCY PLANS

- a) This WFD Plan was written with input from other plans already approved within the Department. The Strategic Plan adopted in 2017 (Updated 2018) and information pertaining to the Quality Improvement Plan (QI Plan) can be located on the Canton City Public Health's website (www.cantonhealth.org). Census data and statistics from the City of Canton website (www.cantonohio.gov) were used in conjunction with the CLAS Self-Assessment that was performed to help identify diversity training needs, improve hiring practices, and create goals.

F. WORKFORCE PROFILE

1. INTRODUCTION

- a) This Section provides information on the current workforce demographics and anticipated needs for Canton City Public Health.

2. CURRENT WORKFORCE DEMOGRAPHICS

- a) The table below summarizes the demographics of our current workforce as of July 12, 2018. A survey was sent out to all 63 employees requesting basic information to which 52 responded. The table following is the best representation of the information gathered from the survey. Starred information (*) was provided by the Fiscal Officer.



Category	# or %
Total # employees	63
# of FTE	53
% Paid by Grants/Contracts	74%
Gender:	Male 11 Female 39 Preferred not to answer 2 Did not respond 11
Race:	Hispanic 0 Non-Hispanic 48 American Indian/Alaska Native 1 Asian or Pacific Islander 2 African American 4 Caucasian 44 More than one Race 2 Preferred not to answer 4 Did not respond 11
Age:	<20 0 20-29 8 30-39 13 40-49 11 50-59 15 >60 5 Did not respond 11
Primary Professional Discipline/Credentials:	Leadership/Administration 5 Nurse 7 Registered Sanitarian/EH Specialist 9 Epidemiology 2 Clerk/Clinic Support 8 Dietitian 3 Laboratory Services 2 Engineers 5 Breastfeeding Support 5 Technicians 4 Office Manager 1 Coordinator 1 Did not respond 11
Years of Service: (retention)*:	0-10 39 11-20 17 21-30 3 31-40 3 >40 1
Employees <5 years from Retirement:	Management 2 Non-Management 5 Did not respond 11

3. FUTURE WORKFORCE

- a) Local demographics show the population of Canton has been on the decline for decades. Since 2000, the population has trended downward another 10%. While the overall poverty rate has decreased slightly from the early 2000's and rests currently at 31%, the poverty rate for children has increased from 45% to 48% in the city per the most recent census. This suggests there will be a **greater need for nursing and WIC services**, which provide limited health care services like vaccines, as well as nutritional counseling and food for women and children in poverty. The **current opioid epidemic** in the state has impacted Canton as well, and the health and poverty level impact of this serious societal problem has not yet been fully realized. Additionally, as



home ownership decreases in the city and the number of rental or vacant properties increases, the **potential for nuisance health complaints rises**. As a result of these trends, CCPH will consider bolstering the overall workforce to meet the demands in the community we serve.

- b) Census data shows the **Hispanic population has doubled** since the 2000 census. For Canton City Public Health, this is significant because many of these individuals have **limited proficiency in English**. They also bring with them customs and cultural practices that are diverse, sometimes creating tension with neighbors. Canton City Public Health needs to have more bi-lingual services and literature available in order to best assist this population in understanding unfamiliar codes and rules, explain health care services available, and improve overall services provided.
- c) Census data also shows that while Canton's population is 21% African American, the demographics of the Canton City Public Health workforce does not reflect this. Even when factoring in other minority groups, Canton City Public Health employs 13% that are non-Caucasian. Past efforts in recruitment of minority individuals may not have been enough to have a workforce as richly diverse as the community. It is hoped that the community partnerships with local schools, together with recent changes in recruiting for open positions (see 800-017-P New Hire Recruiting policy), will help to bridge this gap in the future.
- d) There are seven known employees that plan to retire in the next five years, two of which are in management. This figure does not account for any position vacancies that might occur for other reasons, such as illness, disability, or general employee turnover. Canton City Public Health will work to identify those employees with both an interest and ability to take on new roles as part of its succession planning efforts and consider establishing a mentorship program. By supporting future potential leaders, the department can ensure that there are capable individuals at the ready to fill these vacancies as they occur.
- e) As a recognized academic health department, Canton City Public Health has ties with several area colleges, hosting nursing students, medical students, and interns throughout the year. Further, the Recycle Center, operated by the Environmental Health Division, has opened up their building to elementary schools, community groups, and scouts desiring to learn more about recycling. By fostering relationships with local colleges and high schools, CCPH will continue to promote and encourage new generations of public health professionals.
- f) There are many areas for Canton City Public Health to look when setting goals for future workforce development plan revisions. Highlighted above are but a few of the potential areas where goal setting can be made. As this is the first WFD Plan created by the department, not all of possible workforce needs will be addressed in the goals for this inaugural plan. This is a document designed to grow with Canton City Public Health. As such, there will always be new needs identified and new goals to be set. This serves as a starting point for this journey, not an end.



G. COMPETENCIES AND EDUCATION REQUIREMENTS

1. CORE COMPETENCIES FOR CCPH

a) Canton City Public Health uses the Council of Linkages Core Competencies for Public Health Professionals as outlined in Policy 800-019-P Position Descriptions and Competencies. Additionally, CCPH has adopted other professional competencies, as follows:

- Epidemiologist Competencies
- Public Health Nursing Competencies
- Environmental Health Competences
- Laboratory Competencies
- Air Pollution Control Competencies
- Dietitian Competencies

2. OTHER COMPETENCIES

a) Canton City Public Health has also adopted the following Organizational Competencies with the expectation that all employees will exemplify:

- Customer Focus
- Accountability
- Equity, Ethics and Fairness
- Continuous Quality Improvement
- Occupational Health and Safety
- Emergency Preparedness

b) A more complete and detailed review of Competencies can be found in Appendix A of Policy 800-019-P Position Descriptions and Competencies.

3. CE REQUIRED BY DISCIPLINE

a) Continuing education is required for various licensed, certified or registered staff by their professional organizations or Boards. Staff at the department may also hold licenses or certifications that are not required for their position. Education requirements for professional licenses/certifications required by staff position descriptions are supported by CCPH and are listed in this chart.

Discipline	CE Requirements (As of July 27, 2018)
Nursing	24 contact hours every 2 years
Nurse Practitioner	100 CEU every 5 years, in area of specialty 24 hours CEU every 2 years
Registered Sanitarian	18 CEU's yearly
Health Educator (CHES/MCHES)	75 CECH every 5 years



Discipline	CE Requirements (As of July 27, 2018)
Certified Public Health Practitioner	50 hours every 2 years
Physician	100 hours every 2 years
Social Worker (LSW, LISW, MSW, etc)	30 hours every 2 years, 3 in ethics
Dietitian (RD, LD)	75 CPEUs every 5 years by the Commission of Dietetic Registration (CDR)
Board of Health Member	2 contact hours yearly
International Board Certified Lactation Consultant (IBCLC)	75 CERPs every 5 years or by retest
Asbestos Inspector (AHES and AHAS)	8 hour refresher yearly
Lead Risk Assessor	Refresher course every 3 years
Certified Pest Control Operator	1 hour of Core required + 1/2 hour in each category on applicator license required + additional time in any category (after completing 1 hour of core and each category requirement) = 5 hours of time for recertification
Method 9 Field Certification for APC staff	Once every 6 months

H. TRAINING NEEDS

1. INTRODUCTION

- a) This section provides an overview of Canton City Public Health’s identified training needs as well as a description of the barriers to the achievement of closing those gaps.

2. COMPETENCY BASED TRAINING NEEDS

- a) In July 2018, staff was surveyed on basic public health competencies. This survey was completed by the Center for Public Health Practice at the Ohio State University College of Public Health (OSU) with support from Ohio Department of Health (ODH). The goal was to assess training needs related to basic skills needed for any entry level position within the Department. The WFD team identified 15 competencies that apply to every employee regardless of title, position or role. Competencies were assessed against two measures: 1) the employee’s perception of the competency’s importance to their job, and 2) the employee’s self-reported skill level for that competency. The complete survey and the report from OSU can be found in Appendix B
- b) Of the organizational competencies assessed, three were found to have the largest gaps between perceived importance and the skill level: 1) Maintaining performance and self-control under pressure or adversity; 2) adapting to changing business needs, conditions and work; and 3) motivating colleagues for purposes of achieving program and organizational goals. To a lesser



degree, gaps exist in: delivering culturally appropriate service; using computers/technology; and in knowing your role in an emergency. Overall, employees feel that understanding one's role in public health, understanding strategic priorities and participating in professional development not only have importance to their position but that they do these things well.

- c) Most employees describe maintaining performance under pressure to be important, but many do not feel competent in this area. It will be of value to Canton City Public Health to obtain more feedback in this area, which is important for customer service and quality of service, and to encourage trainings on dealing with adversity and working under pressure. These are topics that could easily be presented at the annual All Staff meeting or during smaller meetings.
- d) Change and adapting to change is necessary for individuals, as well as organizations. Indeed, there are several new programs within Canton City Public Health, such as SWAP (Stark Wide Approach to Prevention) and THRIVE (Toward Health Resiliency for Infant Vitality & Equity) that demonstrate a willingness to adapt to a changing community and find novel ways to address public health issues. Change, regardless of benefit, is still a process that can be painful for those who need more time to adapt. It will be beneficial to Canton City Public Health to consider this gap and plan to have wellness training or speakers come into discuss ways to adapt to the ever-changing face of public health. This need is addressed in the workforce development goals.
- e) Employees, who responded to this survey, felt that motivating colleagues is an important part of their job. However, they did not feel as competent in this area. Motivating colleagues encompasses respect for other points of view, participation in teams, and the encouragement of the expression of new ideas. Canton City Public Health will focus on team building activities in the future to help bridge this gap.
- f) The gaps identified in delivering culturally appropriate services will be addressed in the section on Health Equity Training Needs that follows.
- g) The remaining smaller gaps identified demonstrate a need for more comprehensive and structured on-the-job training for new employees that should be addressed on completion of the "On-boarding" policy and procedures as included in the workforce development goals. Further, when computers are upgraded or updated, training resources should be made available to employees that are less sure of themselves with the computers and programs that they use. It is important that all employees understand their importance and role within the community in the event of a public health emergency.

3. HEALTH EQUITY TRAINING NEEDS

- a) In August 2017, a Culturally and Linguistically Appropriate Services (CLAS) Self-Assessment was completed. The results revealed gaps in training and skills that are addressed in this WFD Plan. It was discovered that most of our written documents are not available in other languages; most employees are not aware of translation services available in the community, most cannot identify the top three spoken languages in the community and that there are no policies in place about CLAS. Since this survey, 800-021-P Non-Discrimination and Provision of Culturally and Linguistically Appropriate Services Policy has been written and approved. Further, the OSU survey done in July 2018 highlighted that while employees view communicating with cultural



proficiency and delivering services in a culturally appropriate manner as important, they feel that they lack the skills necessary to do so.

- b) There are outside organizations within the community with which Canton City Public Health has been collaborating that offer training in cultural competence. Stark Mental Health and Recovery (StarkMHAR) has been offering free cultural competency training on a wide variety of topics that are of value to staff. Canton City Public Health has hosted speakers on cultural competency at the annual All Staff meeting. Some programs at the department utilize translation services by phone while some employees working in the field are reporting having success using Google Translate to help break communication barriers. Continued collaboration with community partners and a willingness to adopt new technologies to overcome barriers are strong suits that can be incorporated into future training in health equity. Canton City Public Health is committed to consider ways in which to make documents in routine use more accessible in other languages as well, since this will help staff feel like they are better able to meet the cultural and linguistic needs of the community they serve. This need is addressed in the workforce development goals.

4. OTHER NEEDS

- a) The 800-015-P Quality Improvement (QI) plan specifies the QI knowledge and skills requirements of all staff. It also specifies the initial and ongoing QI training requirements and use of a QI skills assessment.
- b) As part of the development of the strategic plan for Canton City Public Health, a Strengths, Weaknesses, Opportunities and Strength (SWOT) analysis done in January 2017. This analysis documented the following weaknesses and threats:

Weaknesses:

- Reporting to staff on Department activities, internal communication not consistent
- Siloed and categorical funding
- Building/Facility – Very out of date and in poor repair
- Lack of training money
- Professional development support/Succession Planning
- Gaps in training for all staff
- Low clerical and administrative support
- Staff holding on to some information
- Potential low morale
- Too much multitasking/no down time
- Potential language and cultural barriers

Threats:

- Reduction in staff
- Decreased Funding – Reliance on general tax dollars
- Changes in federal/state policy
- Not being identified as a reputable partner by the community



- Grant limitations and rules
 - State wants to see fewer health departments
 - Staff retirements
 - Increased workload
 - Language/cultural barriers
- c) The current strategic plan (revision 2018) identifies the following strategies for workforce development.
- Conduct one All Staff meeting each calendar year
 - Each division will conduct at least one full or partial staff development day each calendar year.
 - All staff will complete at least one staff training related to customer service (as approved by their supervisor) every two years.
 - Assure all staff have basic situational awareness training.
 - Develop a new hire training guide.
 - Document a plan for staff training to include required and optional training module.
 - 85% of all staff will have a written individual development plan documented in their annual evaluation.

4. BARRIERS AND SOLUTIONS

- a) Barriers to training were surveyed in July 2018 as part of the OSU assessment. Primary barriers identified by staff were: time away from work and agency/grant budget restrictions. Other barriers identified by staff included a lack of subjects relevant to job and the paperwork associated with travel being cumbersome. Comments received from employees surveyed included “It is hard to attend trainings when so little staff available to cover regular job duties while one is out of office for training” and another noted that training opportunities often are in Columbus, making for early departure and long days.
- b) It will be important to assure adequate staffing is available as well as to adequately fund training budgets for each division. Free trainings are available at other health departments and community partners and will be considered first to minimize costs while maximizing workforce development opportunities. Sometimes employees pass up training opportunities assuming that there are no funds available. Supervisors and staff should find ways to communicate trainings that are desired so that any costs and training time can be anticipated.
- c) Employees at Canton City Public Health are highly motivated by intrinsic factors to engage in training. As an academic health department, the department is also strongly motivated to educate others. These two components could be combined to provide training opportunities for each division as well. Finding the right people to serve in this capacity at the department would be beneficial.



I. WORKFORCE DEVELOPMENT GOALS

The following chart lists workforce development goals for Canton City Public Health from September 2018-September 2020. These goals will be reviewed and updated by the workforce development team and division leadership team every 2 years.

Goal	Objectives	Benchmarks	Responsible Parties	Timeline
To ensure future leadership needs	Modify annual evaluation forms to include sections for goal setting for those interested in leadership roles.	Modified evaluation form	Division Leadership Team (DLT)	2019
	Establish yearly meetings to address succession planning, identify potential leaders, and potential mentorship program.	Yearly meetings scheduled	DLT	2019
To ensure a well-trained workforce (Standard 8.2.3A)	Complete personal development policy that includes the provision for development and training goals for all staff	Policy	BOH/Health Commissioner/DLT	2020
	Complete "Onboarding" training plan for all new employees	Policy, training	Fiscal Officer /DLT	2019
	Offer at least one training per year addressing cultural competency.	Training	Workforce Development Team	2020
	Establish a standing Workforce Development Team (WDT).	Team selected	Admin/Domain 8 team	2018
	Hold quarterly information sessions to address staff needs like dealing with adversity working under pressure and adapting to a changing landscape in public health.	Training	WDT	2021
	Include a goal setting section and/or individual develop plan section for development of all employees as part of the evaluation policy and process. (Supports strategic priority G.1.4.)	Policy, forms	DLT/WDT	2019
	Develop an objective training evaluation form for trainings done at Canton City Public Health.	Policy, form	Christina Henning	2018
To share information, motivate staff, and create understanding of common goals within the department	Create a newsletter/blog/email for all divisions to share happenings within their division (staff changes, projects, explanations of new rules, personal and professional accomplishments, etc.)	Quarterly newsletter/blog/email sent to all employees in digital format	WDT	2020
To address communication needs between staff and clients	Provide translation and interpretation services available to all divisions.	Forms and guidance documents available in top 3 languages spoken in Canton	DLT/WDT	2020



J. CURRICULUM AND TRAINING MATRIX

The 2018-2020 Training matrix for Canton City Public Health is an attachment of 800-009-01-P Employee Training Policy entitled 800-009-01-A Required Training Matrix

K. IMPLEMENTATION AND MONITORING

1. INTRODUCTION

- a) This section provides information regarding communication, evaluation, tracking and monitoring of the WFD Plan.

2. COMMUNICATION

- a) Employees of Canton City Public Health will have access to the plan via the Canton City Public Health website. This plan shall be reviewed with new employees within 90 days of hire and all staff shall revisit the plan as it is updated. Employees will be made aware via email when updates are made.

3. TRAINING EVALUATION

- a) Any training that is completed in-house will have a standard evaluation form given to participants after the training, developed as part of the workforce development goals. The evaluation form and the feedback from this form shall be used to plan future trainings and speakers.
- b) For training not hosted by Canton City Public Health, the evaluation method provided should be utilized.

4. TRACKING

- a) Per policy 800-009-P Employee Training, employees should maintain a log in OhioTRAIN, including, but not limited to training title, completion date, and certificate (if applicable), of all trainings completed. The training log should be made available to the employee's supervisor upon request. The newly established Workforce Development Team will be responsible to receive updates of completed trainings to periodically track if required trainings are being completed.

5. ROLES AND RESPONSIBILITIES

- a) Canton City Public Health is committed to establish a standing Workforce Development Team in 2018, as reflected in the workforce development goals. The team will consist of 6-7 members. The members will be comprised one member from each division, so at least six of the seven divisions are represented [note: only one of Office of Public Health and Information (OPHI)/THRIVE or Lab divisions are required to be represented at a time since these are small divisions]. The members will be comprised of staff representing all levels of the organization, so



one to two (1-2) members will be management staff (leadership or supervisor, but not more than one (1) of each type) and four to six (4-6) members shall be of non-management staff. Members of the committee are recommended by division leaders with final appointment by the DLT. Members shall serve a four-year term (aligned with the WFD plan two-year expiration cycle) and should be cycled out on a 2 members per year schedule. The Domain 8 team will serve as part of the first team and will be the first members cycled out. Members may be re-appointed by division leaders an unlimited amount of times or division leaders may recommend/appoint a new person. Division leaders should always consider new interested people for appointment to allow for fresh development and continued growth of the workforce development program.

- b) The WDT will be responsible to track training, track status of workforce development goals, complete assigned workforce development goals, develop or find needed trainings, conduct needed trainings, plan and conduct all-staff meetings, and review and revise the WFD plan.
- c) This WFD plan will be implemented by the Health Commissioner through the DLT and the WDT. The plan will be reviewed at least twice each calendar year by the DLT as part of the strategic plan monitoring of Canton City Public Health and by the WDT. Reasonable effort will be made by the DLT and the WDT to implement the plan's goals and recommendations.

6. REVIEW AND MAINTENANCE

- a) This Plan and the Training Matrix shall be reviewed by the WDT upon expiration about once every two years to allow for updates. At that time, goals will be evaluated for completion and new goals will be set to maintain progress.

L. CITATIONS & REFERENCES

800-009-P Employee Training and 800-009-01-A Training Matrix

M. CONTRIBUTORS

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N. APPENDICIES AND FORMS

800-050-01-A: Training Needs Assessment