Training Needs Assessment: Summary of findings from various data sources

Data from several sources were analyzed in order to determine training needs. Recommendations are determined by review of the findings and discussion with the PHSKC Executive Team. A draft list of recommendations is provided below. A summary of findings from the various assessments follows the recommendations.

Recommendations:

The overarching goals for the next three to five years include:

1. Improve recruitment, retention and advancement
2. Develop strong supervisors, managers and leaders
3. Support Continuous Improvement efforts across the department
4. Identify and/or develop training and skills building opportunities in the following areas: communication, cultural competence and policy development.
Training Needs Assessment: Summary of findings from various data sources

Public Health Training Needs Assessment: Online survey administered by the Northwest Center for Public Health Practice

Not surprisingly, needs differ by supervisory and non-supervisory staff:

**Supervisors** were interested in their staff receiving training in:
1. Performance management
2. Evidence-based Public Health
3. Public Health leadership

**Individuals** were interested in the following training for themselves:
1. Communication
2. Cultural competency
3. Analytic/Assessment
4. Leadership

In addition to content areas, respondents were asked about how they would like to be trained, what was important in choosing training, and barriers to training. Responses are listed below:

What **type** of informal learning?
1. On the job learning
2. Working alongside experienced colleagues
3. Networking with other doing similar work

Training **formats**?
1. Day long workshops
2. Classroom training
3. Webinar presentations

**Modes of distance education**?
1. Computer-based training
2. Web conferencing

Important aspects when **selecting** training?
1. Offered during work hours
2. Opportunity to interact with instructor
3. Reputation of the trainer

What influences training selections?
1. Understanding an area of importance to my current job
2. Broadening my skill base
3. Staying current in my field
Training Needs Assessment: Summary of findings from various data sources

Public Health leaders Key Informant Interviews administered by the Northwest Center for Public Health Practice

- Policy and legislative changes, particularly health care changes from the Affordable Care Act (ACA), are expected to drive the skills needed by public health in the future.
- Senior leadership expects changes in public health to create a need for greater efficiency in applying workforce skills.
- Senior leadership would prefer to see evidence of effectiveness of training through human resources data, productivity, and data indicating goals had been met.
- Mentoring, coaching, and experiential approaches to training were seen as effective modern approaches to adult learning and training.
- Senior leadership indicated that experiential training techniques would be most effective when they incorporated cross training with other departments, agencies, and individuals with high proficiency in needed skills.

Senior leadership felt that the skills most needed now fell into the domains of *communication*, *leadership*, *cultural competence*, *management*, and *policy development*. Specific skills included the following:

**Communication**
- Business writing
- Presentation skills
- Promoting public health
- Communicating complex data and information

**Leadership**
- Innovative thinking
- Planning for and negotiating change
- Organizational development
- Prioritization

**Cultural Competence**
- Working with diverse populations
- Developing social justice practice skills
- Communicating with a variety of people

**Management**
- Program management
- Facilitation
- Project management
- Supervisory skills

**Policy Development**
- Understanding legislative issues
- Writing policy
- Implementing policy change
Training Needs Assessment: Summary of findings from various data sources

March 27, 2013 quarterly PHSKC Supervisors & Managers training

On March 27, at the PHSKC quarterly Supervisors & Managers training, several documents were presented. They included the 2012 King County Human Resources Enterprise Workplan, and the Quality workforce goal and objectives of the 2010-2014 King County Strategic Plan. Meeting attendees were seated at tables of 4-8 people, and were asked to describe what Public Health – Seattle & King County would look like if both the HR enterprise workplan and the strategic plan goals and objectives were fully met.

A summary of what participants thought they would see is listed below:

- There would be a clear road map for career growth
- Staff would be aware of services in department, would see where they fit in the agency
- Supervisor and managers would have more time to coach.
- There would be a mentoring program for new employees
- The Lominger leadership competencies would be used systematically across the agency; “soft” skills and behaviors would be considered as important as technical skills
- There would be more staff development
  - Formal development plan at hire (“onboarding”)  
  - Training plans for each employee  
  - Less turnover  
  - Employees at all levels could have some allotment for travel/training  
  - Cross training  
  - Job trading sabbatical
- Morale would be high and employees would be satisfied in their jobs
- Recognition for high performing staff
- There would be a department-wide succession plan strategy
Training Needs Assessment: Summary of findings from various data sources

King County Employee Development Survey
Conducted November 2012

A total of 1,812 employees across 37 agencies participated in a web-based survey through surveymonkey.com, with 1,419 (78.3%) completing the survey. All results were anonymous.

PHSKC employees who completed the survey reported the following:
• 4.9% of respondents were ready to retire NOW
• 14.5% of respondents were ready to retire within 5 years
• 31% of respondents were ready to retire within 10 years

Key Findings – all King County employee respondents

• Mentoring, coaching and experiential training are seen as effective, modern approaches to adult learning and training
• Experiential training could incorporate cross-training with other departments, agencies and individuals with high proficiency and needed skills
• Mobile Devices - Currently, less than half of King County employees are able to access training via a mobile device.
• Training Misconceptions - Employees specified concerns surrounding ineffective communications on the available training opportunities offered to employees, confusion about what training employees are authorized to take and a desire for more simplified online training.
• Learning Styles and Training Delivery - The most common learning styles indicated by survey respondents were visual and kinesthetic. Respondents valued Classroom and/or online training and seminars over experiential learning, special assignments, mentorship programs, webinars and books clubs. Over 2/3 of respondents feel their positions require and value soft skills over hard skills.
• Software Training - Employees indicated a greater need for intermediate and advanced training on a variety of Microsoft programs including SharePoint, Excel, and PowerPoint.
• Online Courseware - Employee training and development interests/needs through online courseware vary among a wide range of skills. Respondents showed the greatest interests/needs, relative to their current position, in business skills involving leadership, operations, management and communication.
• Grounded Training - Employees indicated strong interests/needs in grounded training and development classes covering project management, career development, new supervisor skills and leadership.
• Obstacles to Training - Survey responses indicated current training offerings are not meeting employee needs while time constraints and lack of coverage during training are significant barriers to participation in training and development activities.
Training Needs Assessment: Summary of findings from various data sources

King County Employee Engagement Survey
2012
• PHSKC employees are moderately engaged and very strongly identified with their organization. They are proud to work for King County and would recommend it as a good place to work. Most employees are solidly satisfied with their jobs.
• Across divisions, employees report less positive perceptions of continuous improvement, many reporting feeling that their divisions are not open to new ideas. However, across divisions, employees report very positive perceptions of customer service, with the vast majority believing that division work groups actively strive to provide high quality service.
• PHSKC employees report not having a clear understanding of career path at DPH
• While satisfied with their jobs overall, PHSKC employees are much less satisfied with both the recognition they receive for doing good work and the tools and resources provided to do their jobs. They are only moderately positive about the supervision they receive.
• PHSKC employees are moderately positive about performance communication. Most report receiving a performance appraisal in the last 12 months, but are somewhat more moderate in their assessment of the value of the information they received in the appraisal and in regular feedback from supervisors and management. Many DPH employees do not feel superior performance is valued in their division.
• PHSKC employees perceive their divisions as service-oriented and professional, but not necessarily innovative or fair and just.