

Workforce Development Model

A Comprehensive Strategy for
Workforce Development for
Environmental Public Health Professionals
in South Carolina

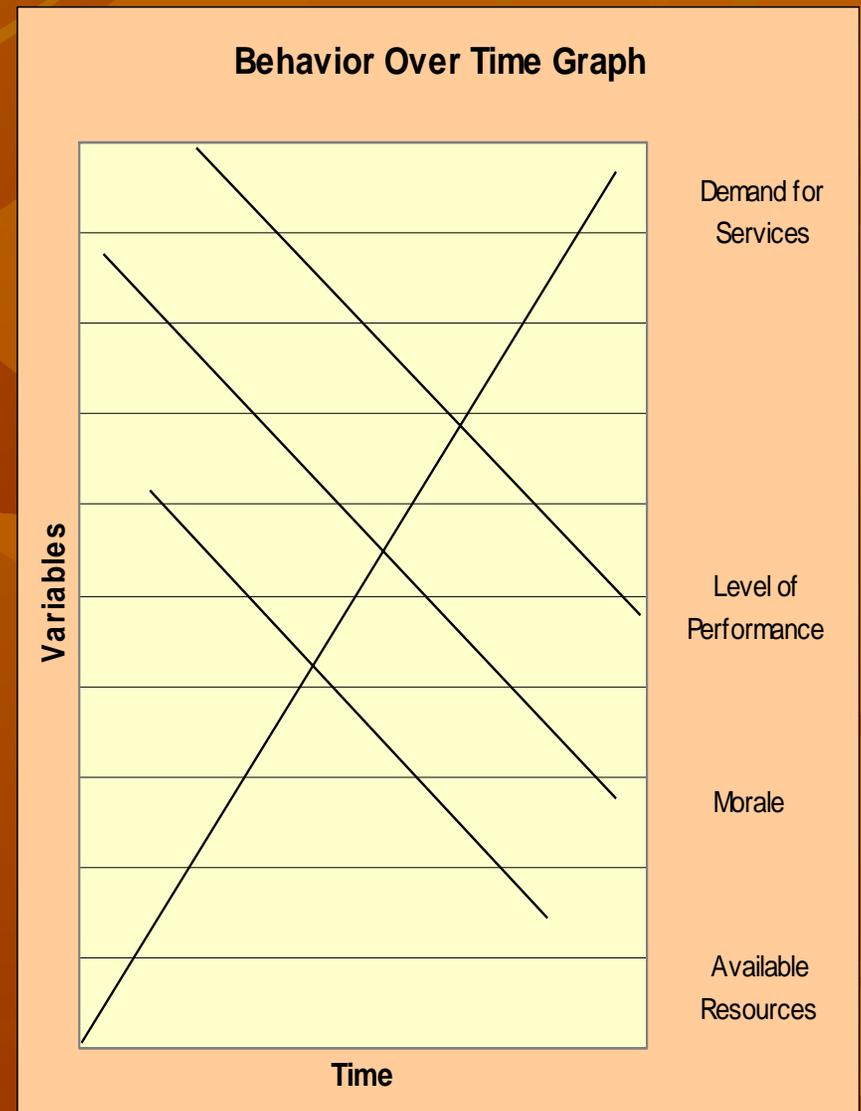
Vicki Blair and Stuart Crosby

South Carolina Department of Health and Control

Introduction/Background

The purpose of this project is to develop a strategy for building a Workforce Development Model for Environmental Public Health professionals in South Carolina. The model will provide the necessary guidance for competency and skill building opportunities at each classification level and provide direction for career advancement. Developing the “strategy” for building a Workforce Development Model (WDM) is considered to be an essential first step.

- Limited growth has occurred over the past decade for Environmental Health programs. Services are impacted by increased demand and limited staff capacity to fulfill its requirements in the following areas:
- Foodservice facility inspections have increased from about 11,000 to over 16,000.
- Septic system permit applications have ranged from a low of 16,000 to over 29,000 annually.
- General sanitation activities, especially rabies, lead and child daycare facility inspections, have increased dramatically.



After reaching consensus on the parameters of the project, subgroups were established, tasks assigned and a regular communication schedule was agreed upon. Tasks included the review of numerous internal documents, policies and procedures along with research on how other organizations have approached this issue. The subgroups identified key areas to research which included recruitment and retention, training, promotional practices and present and future staff needs.

Overall Objectives

- Change how Environmental Health relates to and serves its public health customers.
- Establish workforce strategies and objectives for the next three years.
- Design a process to support the objectives and outcomes.
- Evaluate.

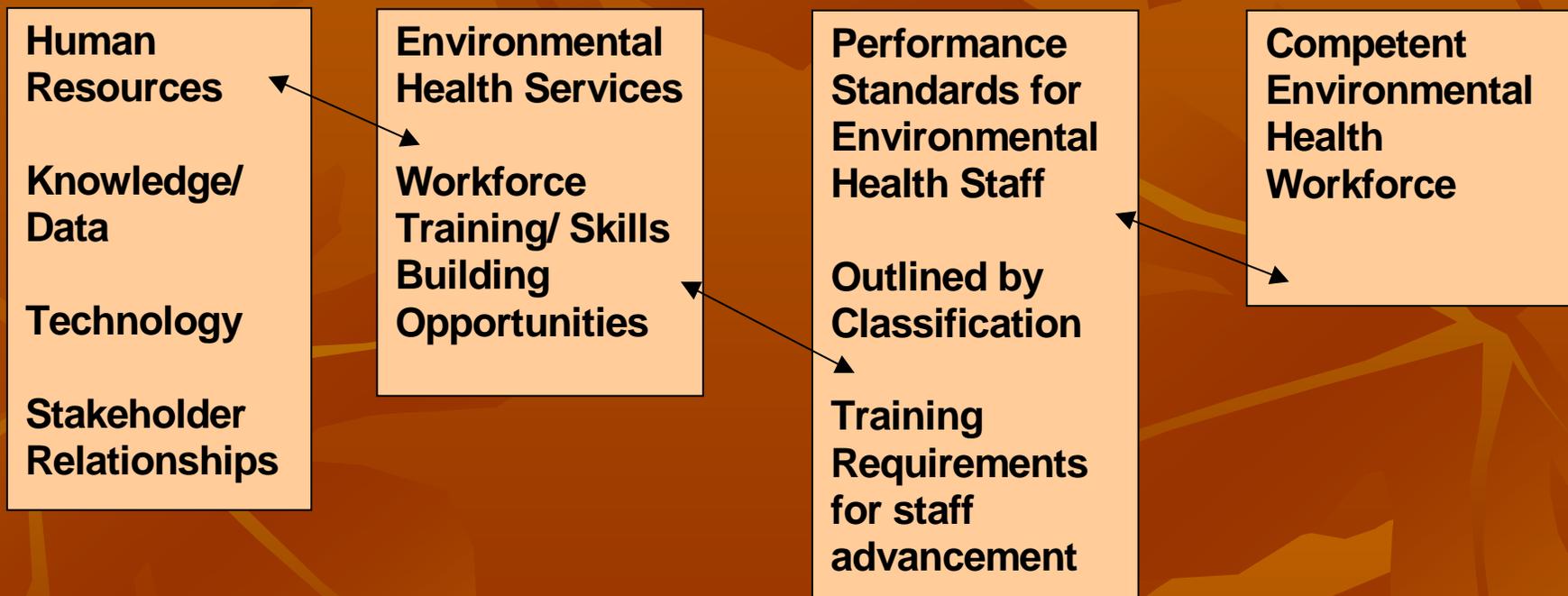
Process Model

Inputs

Processes

Outputs

Outcomes



Results

Building a “strong container for change” particularly for such an enormous undertaking is indeed a significant leadership challenge. It was clear from the beginning that this project would require an extensive commitment to complete. Although resources have been limited, we have made substantial progress.

With respect to the identified objectives, all have been completed with the exception of the final objective. The final step in completing the strategy for workforce development is compiling all the information collected into a single document, which we hope will be accomplished by the end of 2006.

Workforce Development Model Timeframe

- **Phase 1**

**Brainstorm
Develop a Process**

**Establish a Committee and Create a
Vision for Workforce Development**

**Define the purpose and develop Goals
And Objectives**



Jan 05

Feb

March

April

May

June 05

Workforce Development Model Timeframe

- **Phase 2**

Informal assessment of staff

Workforce assignments to analyze data concerning EH workforce issues

Develop committee and establish statewide standards/ requirements for EH classifications

July 05

Dec 05

Jan 06

Jun 06

Jan 07



Conclusions

One of the greatest challenges facing Environmental Public Health agencies today is assuring a qualified competent workforce is available to carry out its activities. Having a qualified workforce doesn't just happen, it takes planning. Planning for a qualified workforce begins long before you "post" that vacancy and doesn't end with the new employee orientation. The journey that we face in addressing workforce development is no doubt a long one, but each journey begins with that first step. The strategy that we plan to provide will guide us through subsequent steps in building a complete Workforce Development Model.

Acknowledgments

We thank the following people for their support and assistance with this project:

Project Team

Mike Chappell, *Region 5 Health Director, SC DHEC*

Sue Ferguson, *Division of General Sanitation, SC DHEC*

Mike Longshore, *Division of General Sanitation, SC DHEC*

Jim Raymond, *Region 3, Assistant Environmental Health Director, SC DHEC*

Wally Sheridan, *Director, Division of Direct Support, SC DHEC*

LA Williams, *Director, Division of General Sanitation, SC DHEC*

Mentor

CAPT Mike E. Herring, REHS, MPH

Senior Environmental Health Scientist; CDC, National Center for Environmental Health

For further information please contact:

Vicki Blair, REHS

Region 6 Environmental Health Manager

South Carolina Department of Health and Environmental Control

1511A Ninth Avenue

Conway, SC 29526

Phone: (843) 248-1506 E-mail: Blairvw@dhec.sc.gov

Stuart Crosby, REHS, MBA

Region 7 Environmental Health Director

South Carolina Department of Health and Environmental Control

Lonnie Hamilton Jr. Public Service Building

4045 Bridge View Dr., Suite B154

North Charleston, SC

Phone: (843) 202-2720 E-mail: Crosbysg@dhec.sc.gov

