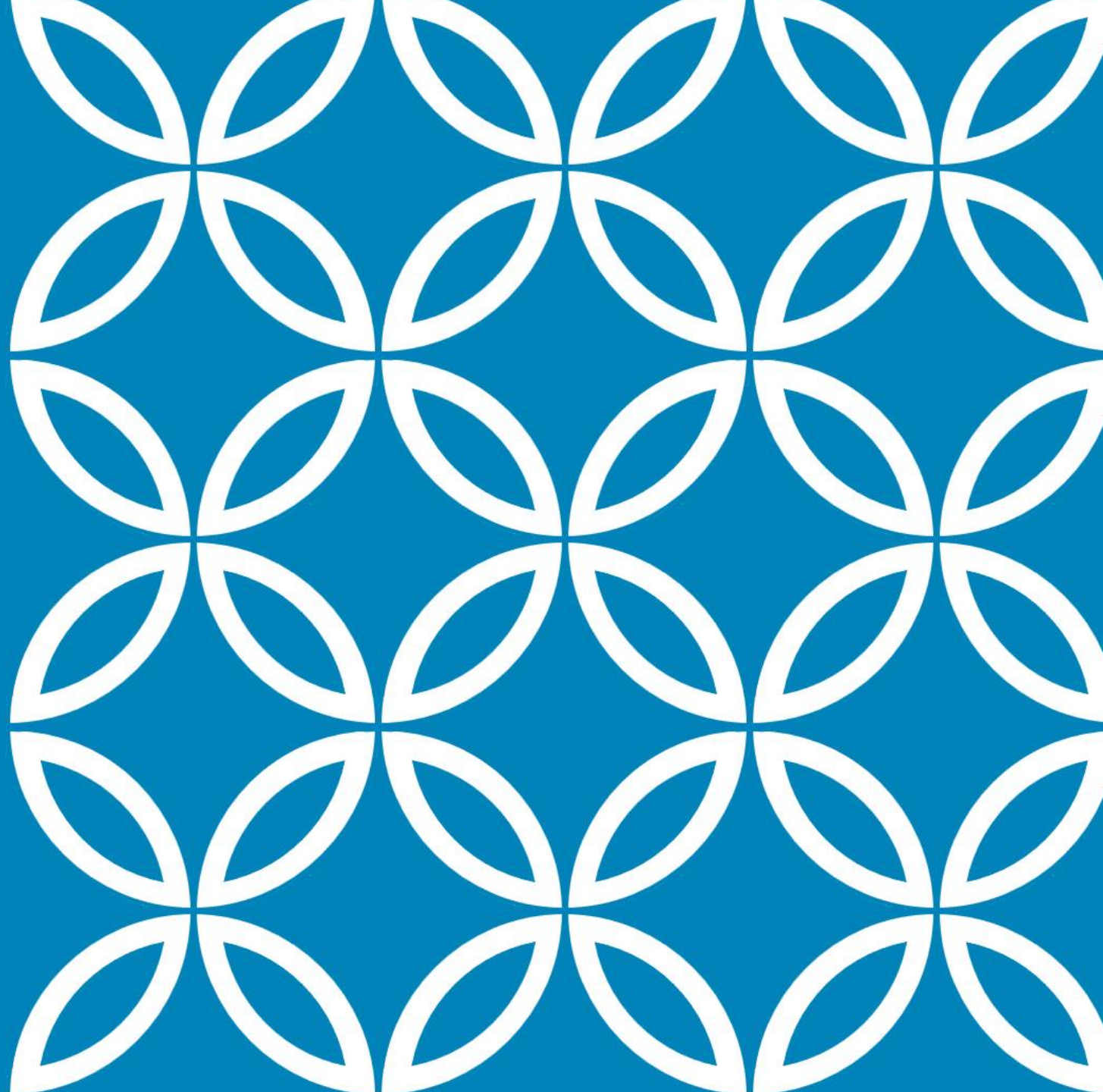


WORKFORCE DEVELOPMENT & EMPLOYEE ENGAGEMENT AT VDH

Breanne Forbes Hubbard, MPH
Director, Workforce Development and
Engagement



Employee engagement

- Level of connection, commitment, and enthusiasm for the work and the organization

Workforce development

- Providing opportunities and resources to ensure employees can excel in their current role and grow into future roles

Work culture

- Shared values, behaviors, and norms in the work environment
- Road trip
 - Vision is the destination
 - Leadership is the GPS that sets the course to the destination
 - Values are the compass that points the way
 - Culture is the vehicle everyone rides in together
- Culture is what your organization is willing to tolerate

CHALLENGES

Changing scope of the work

- New disease trends, disaster response

Increased burnout,
turnover

Limited funding for salary
increases, bonuses

Recruitment and career
growth

Public health outcomes
suffer when the
workforce is new, needs
to be trained, lacks
specialized skills and
experience

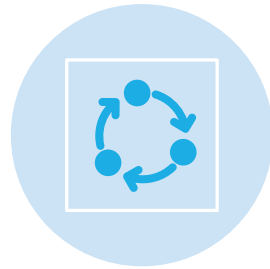
GOAL

VDH attracts,
engages, and
retains Virginia's
best employees, who
are connected to the
public health mission
and supported by
leadership

KEY COMPONENTS TO STRENGTHEN THE WORKFORCE



DEVELOP SKILLED
LEADERS



CREATE A POSITIVE,
CONNECTED WORK
ENVIRONMENT



ENSURE APPROPRIATE
COMPENSATION
AND SUPPORT



COMMIT TO STAFF
DEDICATED TO
WORKFORCE
DEVELOPMENT AND
ENGAGEMENT

DEVELOP SKILLED LEADERS

New employee orientation and onboarding

Workgroup

Resources in development

JLARC mandate

Structured agencywide training

VDH ONBOARDING TRAINING PLAN





Leadership Academy

Foundations of Leadership
Leadership courses
Supervisor 101



Ongoing training on various topics



Supervisor Forum

Place for connection and learning
Information sharing

DEVELOP SKILLED LEADERS



CREATE A POSITIVE,
CONNECTED WORK
ENVIRONMENT

Employee Advisory Council

- Advise senior leadership on workforce engagement, wellness, culture
- Feedback themes
- Feedback loop



CREATE A POSITIVE, CONNECTED WORK ENVIRONMENT

CARE team

Foster a positive and inclusive organizational culture

Evaluate organizational culture

Enhance employee engagement

Foster inclusivity and diversity

Drive organizational development

Facilitate continuous improvement

Outcomes and positive changes

Indications of agencywide trends

Salary studies

In-band adjustments

Increase of bonus monetary limit

EAP

- Supportive services for critical incidents

Supporting employee-driven ideas

- Therapy dogs, service days, sunshine committees

Improve recognition efforts

**ENSURE ADEQUATE COMPENSATION AND
SUPPORT**



Team of trainers
dedicated to this
effort

Workforce
development
team

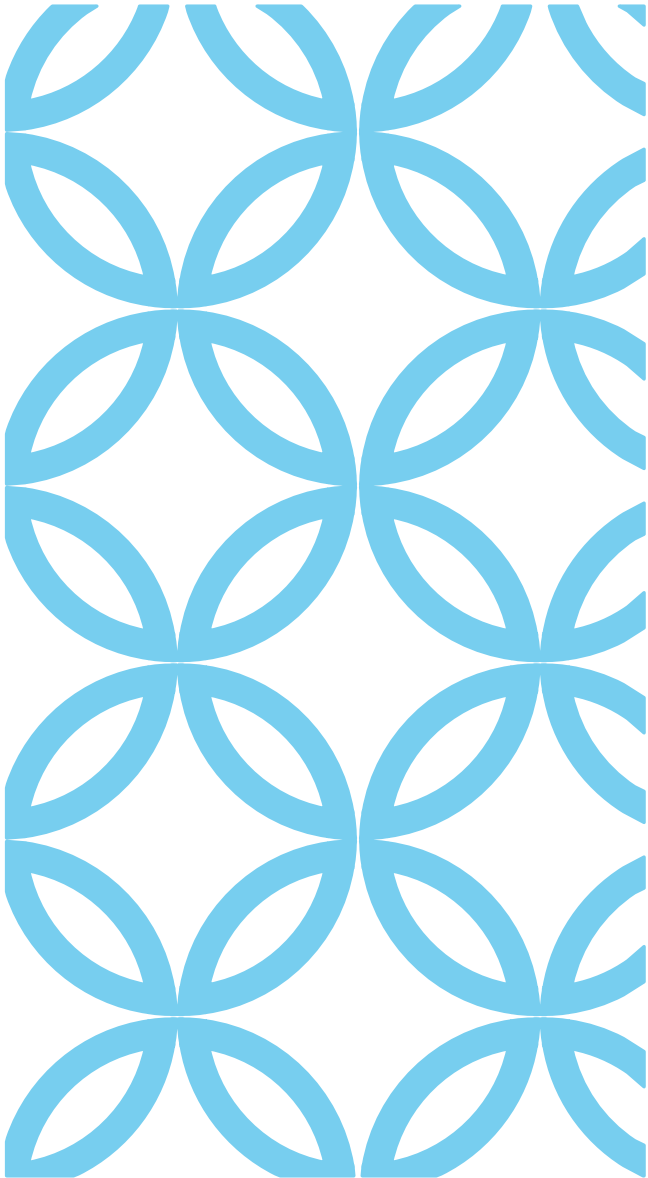


Professional Learning
Community



Training and Development
Council

COMMIT TO
STAFF
DEDICATED TO
WORKFORCE
DEVELOPMENT
AND
ENGAGEMENT



Engagement

- Employee recognition

 - Timely and meaningful

 - Develop a policy if you don't have one

- Create opportunities for non-work time staff connection

 - Lunches, walk and talk, all-staff days

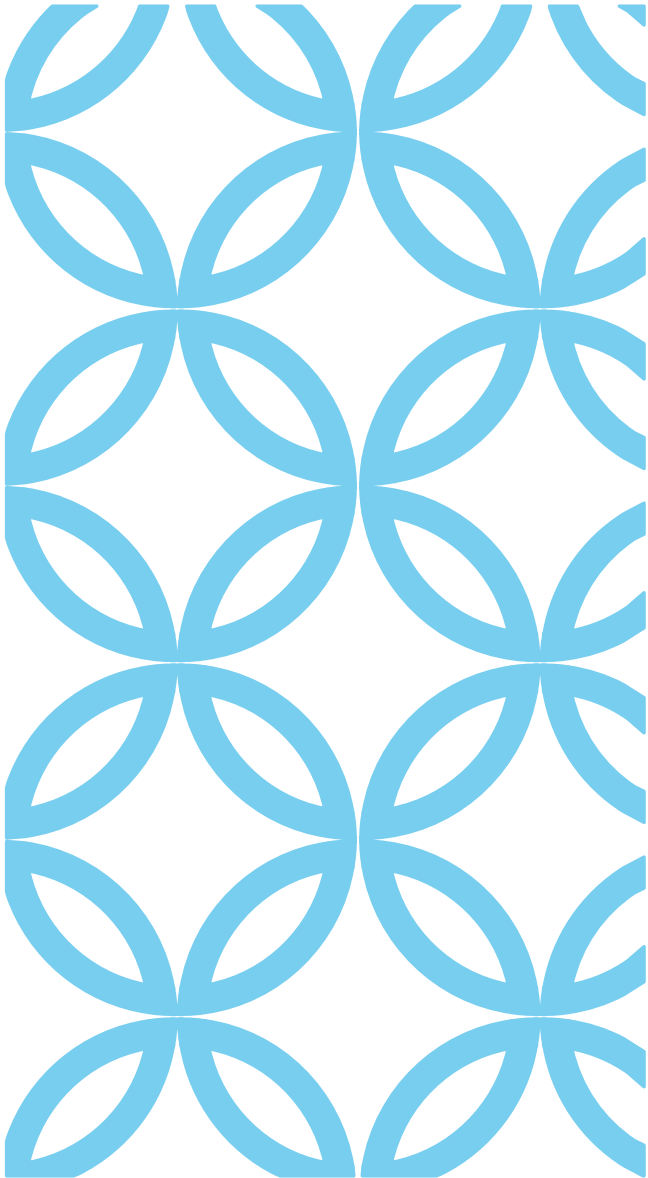
SOP

- Good, well-publicized policies and procedures

- Job aids

- Consider onboarding load on current staff

WHAT CAN WE DO?



Growth and development

- Seek out opportunities for staff growth and development

- Assure excellent onboarding

 - Connect with onboarding team

- Empower staff through delegation and cross-training

- Build the bench

- Committed plan as part of regular Office/District budget

- Ensure devoted employee time for training and development for all staff

- Give meaningful, timely performance feedback

- Prioritize employees

 - Salary

 - Career ladders

WHAT CAN WE DO?



WHAT CAN WE DO?

Culture

- Respect

- Kindness

- Empathy, grace

- Assume best intentions

- Set examples of healthy practices

 - Breaks and lunch, normal work hours, using leave

- Prioritize the fact that employees are important at work but irreplaceable in their personal lives

Communication and accountability

- Communicate up and down the chain

- Ask for feedback and make changes

- Skip levels

- Hold our teams and ourselves accountable

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[Employee Advisory Council](#)

[Workforce Development](#)

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CONNECT WITH US