Monroe Health Department Workforce Development Plan

FY 2018-FY 2021

Prepared by Nancy Carol Brault, Director of Health
Monroe Health Department 6/2017

Adopted on   _____

Revised on   _____

Signature Page

This plan has been approved and adopted by the following individuals:

_____   _____

Nancy Carol Brault, Director of Health

_____   _____

Steve Vavrek, First Selectman

Revisions:

Date	Revision Number	Description of Change	Pages Affected	Reviewed or Changed by

Questions
For questions about this plan, contact:
Nancy Carol Brault, MPH, RS
Monroe Director of Health
203 452-2818
nbrault@monroect.org

Table of Contents

Introduction   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 document provides a comprehensive workforce development plan for the Monroe Health Department. It also serves to address the documentation requirement for Accreditation **Standard 8.2.1:** *Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies.*

In this plan   This workforce development plan contains the following:

Agency Profile

Vision & Mission

Vision Statement

Monroe Health Department will be a recognized leader in public health services and an essential resource to our community by providing best practice solutions to current and emergent health threats thereby improving the quality of life of our citizens.

Mission Statement

The Monroe Health Department is committed to providing exceptional professional service to our community to improve the quality of life through the promotion of health, prevention of disease and injury, and fostering a healthy environment.

Values

1. Teamwork
2. Respect for people
3. Customer service focused
4. Embracing contemporary public health solutions

Strategic Priorities

The Monroe Health Department's Strategic Priorities as identified in the FY 2018 – 2021 Strategic Plan:

1. Clarify and confirm roles and responsibilities
2. Develop and implement a comprehensive public relations plan
3. Improve organizational effectiveness and efficiencies

Governance

The Monroe Health Department is a municipal agency of the Town of Monroe. The Health Director reports directly to the First Selectman with oversight provided by a five member Board of Health. The Health Director is commissioned through the State of Connecticut.

Funding

The Monroe Health Department is funded through local, state and federal resources, as well as revenue from fee collection associated with licensing, fines, and clinics. Funding for employee training comes from a variety of sources with the majority originating from State resources and grants, and Town of Monroe accounts.

Learning Culture

The Monroe Health Department strives to create:
- A culture that encourages and supports continuous employee learning;
- An environment where employees are allowed to contribute new ideas.

The Monroe Health Department's leadership promotes continuing education opportunities and disseminates and incorporates new knowledge and advancements in the field of Public Health into day-to-day activities.

Workforce Policies

Supports Staff Training
- Employee policies, to include the Safety Program for the Town of Monroe are governed by the Town of Monroe Human Resources Department. Relevant policies as well as the Employee Handbook are located on the employee intranet http://www.monroect.org/intranet and health department office bookshelf.

Supports Professional Development and Advancement
- The Employee Handbook is located on the employee intranet http://www.monroect.org/intranet and health department office bookshelf.

Workforce Union Contracts

Tuition Reimbursement
- Union collective bargaining contracts are governed by the Town of Monroe Human Resources Department. Unit contracts are located on the employee intranet http://www.monroect.org/intranet and in the health department office book shelf.

Links to Other Agency Plans

This work plan ties to training elements and/or professional development needs and/or requirements found in:
- The Monroe Public Health Emergency Preparedness Response Plan – key support functions and personal protection
- Regional, MDA # 12, Emergency Preparedness Response Training and Exercise Plan – key support functions and personal protection
- Monroe Health Department Strategic Plan – staff development to address gaps in capabilities
- Town of Monroe Policies and Safety Program - personal protection
- Monroe Health Department Quality Improvement and Performance Management Plans (under development)

Location &
Population
Served

Monroe is a medium sized suburban/rural town with a population of approximately 19,800. It is located in eastern Fairfield County, Connecticut. The following is a brief description of the population served according to the Economic Resource Center, CERC Town Profile 2016:

Race/ethnicity: White = 89.3%; Black = .7%; Asian = 3.2%; Two or more races = 2.1%; Hispanic/Latino = .3%
22% speak a language other than English at home
Median household income = $108,688
Percent of Individuals Below 100% of Poverty Level = 4.7%
Median Age = 43

Workforce Profile

| Introduction | This section provides a description of the Monroe Health Department's current and anticipated future workforce needs. |

| Current Workforce Demographics | The table below summarizes the demographics of the agency's current workforce as of May 2017. |

Category	# or %
Total # of Employees:	4
# of FTE:	3.29
% Paid by Grants/Contracts:	0
Gender:	
Female:	3
Male:	1
Race: Hispanic:	
Non-Hispanic:	0
American Indian / Alaska Native:	0
Asian:	0
African American:	0
Hawaiian:	0
Caucasian:	4
More than One Race:	0
Other:	0
Age: < 20:	0
20 – 29:	0
30 – 39:	0
40 – 49:	1
50 – 59:	1
>60:	2
Primary Professional Disciplines/Credentials:	
Leadership/Administration:	1
Nurse:	1
Registered Sanitarian/EH Specialist:	1
Epidemiologist:	0
Health Educator:	0
Dietician:	0
Social Workers:	0
Medical Directors:	0
Retention Rate per 5 or 10 Years;	0
Employees < 5 Years from Retirement:	
Management:	1
Non-Management:	3

Workforce Profile, *continued*

**Future
Workforce**

Future workforce needs at the Monroe Health Department will be determined largely by the State's adoption of the FDA Food Code, and ongoing efforts to link with regional departments of health to promote joint community programs.

In the next three years the Monroe Health Department leadership projects the need for the following in-house position and will seek funding to support a staff member devoted to this mission:

1. Adding staff with credentials in environmental health, i.e. Sanitarian to address current workload gaps in service.

Funding will determine if per diem staff will be hired or tasks will be enveloped into the duties of current employees.

**Organization
Structure
"current"**

The current staff of the Monroe Health Department is comprised of the following positions:

1. Director of Health
2. Environmental Health Sanitarian (1)
3. Administrative Assistant (1)
4. Community Health Nurse- part time (1)

Competencies & Education Requirements

Core
Competencies
for Agency

The Monroe Health Department is using the Core Competencies for Public Health Professionals from the Council of Linkages Between Academia and Public Health Practice (June 26, 2014). Information on these standards is available at:

http://www.phf.org/resourcestools/Documents/Core_Competencies_for_Public_Health_Professionals_2014June.pdf

Department employees were assessed on competencies within eight domains. The aggregated totals are below. Individual scores are available in training binders located in the Main Office bookshelf. Staff will be reassessed in June of each year to ensure performance improvement, as part of a performance management system, and identify new areas for improvement.

Employees are categorized in three tiers:

Tier 1 – Entry Level: Responsibilities include data collections, field work, program planning, outreach activities, programmatic support, and other organizational tasks.
Tier 2 – Program Management/Supervisory Level: Responsibilities include program development, implementation, and evaluation, community relations, managing timelines and work plans, policy arguments/recommendations.
Tier 3 – Senior Management/Executive Level: Responsible for major programs or functions of an organizations setting strategy and vision, and building culture.

Core competencies are outlined for each employee tier. Competencies include:
1. Analytic/Assessment
2. Policy Development/Program Planning
3. Communication
4. Cultural Competency
5. Community Dimensions of Practice
6. Public Health Sciences
7. Financial Planning and Management
8. Leadership and Systems Thinking

CE Required by Discipline

Multiple public health-related disciplines require continuing education for ongoing licensing/practice. Licensures held by staff, and their associated CE requirements, are shown in the table below. It is the responsibility of each staff member to ensure he/she fulfills the CE requirements to comply with terms of employment.

Discipline	CT CE Requirements
Nursing	Not Required
Registered Sanitarian	Not Required
Food Inspectors	16 CEUs every 3 years
Lead Inspectors	Annually

Training Needs

Introduction   This section describes both identified and mandatory training needs within the agency.

The Monroe Health Department is using the Core Competencies for Public Health Professionals from the Council of Linkages Between Academia and Public Health Practice (June 26, 2014) to guide department-wide development for employees. See Appendix A for competency set results for staff. Other training needs, such as cultural competency skills and Health Equity are now integrated into department Monroe Workforce Curricula and Training Schedule FY 2018 below.

Public Health Emergency Preparedness trainings and/or exercises are primarily dependent on funding from Federal and State sources. The current contract period ends 7/2017 and a new schedule of trainings and exercises will be available after this date. See Appendix B.

The Monroe Health Department collaborates with area colleges to obtain student interns to promote information sharing, support department functions and intern career development. See Appendix C for orientation material.

Competency-based Training Needs

Assessment of Core Competencies for Public Health Professionals
Monroe Health Department Staff Competency Averages
Assessed June 2017

Domain	Average Total (out of 5)
Analytic/Assessment	**2.4 ***
Policy Development/Program Planning	2.7
Communication	2.6
Cultural Competency	2.7
Community Dimensions of Practice	2.7
Public Health Sciences	**2.5 ***
Financial Planning and Management	2.7
Leadership and Systems Thinking	**2.5 ***

2018 top development priorities based on core competency averages.

1. Analytic/Assessment
2. Public Health Sciences
3. Leadership and Systems Thinking

Cultural and Linguistic Competence, and Health Equity Training Competencies

The Monroe Health Department is committed to staff training and understanding of Cultural and Linguistic Competence and Health Equity.

1. Staff assessment to be completed 2017
2. Training needs to be identified. Cultural competence and health equity noted in training and curriculum plan (Monroe Workforce Curricula and Training Schedule FY 2018) below.

Other Competencies Identified:

Strategic Plan Training Needs

1. Quality Improvement (dashboard metric reporting) for health services provided to the community (Goal 1.b.1)
2. Quality Improvement to improve and standardize MHD business process (Goal 3.a.2)

Regional Public Health Emergency Preparedness (MDA # 12) Exercise and Training

The leadership of Mass Dispensing Area # 12 (MDA #12) developed training and exercise priorities based upon national standards, priorities identified by CT Department of Public Health, and local jurisdictional needs:

1. Medical Countermeasure Dispensing
2. Non-Pharmaceutical Interventions
3. Fatality Management
4. Responder Safety & Health
5. Emergency Operations Coordination / Communication

These training needs will be addressed in the Monroe Workforce Curricula and Training Schedule FY 2018 below and the ongoing Regional Emergency Preparedness Workforce Development Goals and Objectives sheet. See Appendix B. *(State Department of Public Health Emergency Preparedness Contract period ends 7/2017; therefore mandated training needs/requirements may change.)*

11

Agency and/or State or Federal Mandated Training

(See Appendix C for sample of detailed individual staff training record.

Training	Who	Frequency
CPR/ AED training	All staff	Every 2 years
N95 fit-testing & training	All staff	Annually
Bloodborne pathogens	All staff	Annually
PPE	All staff	Annually
HIPAA	All staff	Annually
Software– MS Office	All Staff	As needed
Cultural Competency	All staff	Annually
IS 100	All staff	Once
IS 200	All staff	Once
IS 700	All staff	Once
ICS 300 & 400	Tier 2 and 3 staff	Once
ICS 800	Tier 2 and 3 staff	Once
Isolation & Quarantine	Tier 2 and 3 staff	Once
Fundamentals of Epidemiology and Field Investigation	Tier 2 and 3 staff	Once
Maven Training	All staff	Once
Shelter Manager Training	Tier 2 and 3 staff	Once
CERC	Tier 2 and 3 staff	Once
Communications – Code Red, WebEOC, radios, push-to-talk	All staff with Stratford and Trumbull HD	Annually
Requesting/Receiving, Shipping, and Storage (RSS) Strategic National Stockpile (SNS)	All staff with Stratford and Trumbull HD	Annually
Small Pox Vax Training	Nursing staff	Once
Food Inspector Recertification	Environmental staff	Annually
Lead Inspector/Risk Assessor	Environmental staff	Annually
Sewage Disposal Phase 1/2	Environmental staff	Once
OSHA Hazmat Training	All Staff	Once
Quality Improvement	All Staff	Ongoing

Agency orientation: information, town policy, training needs for new staff members. See Appendix E.

Barriers and Solutions

Barriers to the trainings can result due to a lack of State Emergency Preparedness (EP) grant funding to support Emergency Preparedness trainings or Town budget constraints, resulting in the reduction of individual department training funds or bargaining unit contract changes that result in reductions of educational benefits.

Strengthening health department regional training partnerships/collaborations and using low or no cost online training resources (ct.train.org) can reduce or alleviate staff training barriers. Additionally, some emergency preparedness trainings are available through CIRMA at no cost to the department.

Workforce Development Goals

Introduction   This section presents workforce development goals for our agency.

Workforce Development Goals:

Develop staff skill sets to:

1. Address future needs of the department in technology and the changing environment
2. Strengthen existing skill sets
3. Achieve department strategic goals
4. Achieve staff personal goals

Measurable goals:

Goal	Measure	Time Frame	Person(s) Responsible
Develop individual Learning and Development Goal Sheet	Completed annual goal sheet to include personal, professional and departmental goals	7/2017	DOH
Staff to collaborate and produce "Dash Board" reporting metrics	Staff to complete "Dash Board" reporting metrics in 2 program areas	12/2017	DOH/Staff

Curricula & Training Schedule

Introduction   This section provides information regarding the curricula and training schedule of staff.

MONROE WORKFORCE CURRICULA AND TRAINING SCHEDULE, FY 2018

Topic	Description	Target Audience	Competencies Addressed	Schedule	Resources
Confidentiality Laws and Health Department Policies	Onsite or web-based training on Health Department confidentiality policy	All staff	2A6, 2B6, 2C6, 2A7	By 2/2018	CIRMA, CT TRAIN
CT Freedom of Information Laws	Onsite training on FOI laws and Health Department policy	All staff	2A8, 2B9, 2C9	By 12/2017	CT FOI Commission
Emergency Preparedness	Three online classes: Intro to ICS 100.b, ICS 200.b, Intro to NIMS 700.a; PH Emergency Preparedness 101	All staff	CT DPH Mandate	Ongoing	CT TRAIN, FEMA
Technology *(responsive to changing technical environment)*	Department of Public Health, MAVEN Databases; Child Lead Poisoning- and Communicable Disease Tracking	Select Staff	1A4, 1B4, 1C4, 1C10,	Ongoing	CT DPH
Technology	Microsoft Excel, Access, and Publisher	Select Staff	1A4, 1B4, 1C4	Ongoing	CT TRAIN, Fred Pryor Seminar
Best Practices *(responsive to evolving/new discoveries)*	Participation in a statewide conference i.e., CPHA or Yankee Conference or web-based training	DOH and select staff	8C9, 2C8, 8B9	Annually	CPHA, NACCHO, CEHA, CT TRAIN
Competency-based Training Needs					
Public Health Sciences Public Health 101	Web-based training TRAIN course # 1059661	Select staff	6A1, 6A2	3/2018	CT TRAIN
Analytic/Assessment Analytic Methodologies for Disease Surv.	Web based training TRAIN course # 1059441	DOH and select staff	1C4, 1C5, 1B4	3/2018	CT TRAIN
Leadership Systems Thinking *(responsive to evolving/new discoveries)*	NACCHO Annual Meeting, CADH Yankee Conference, leadership seminars	DOH and select staff	8A6, 8B6, 8B9, 8C6, 8A7, 8C7, 8C8	Annually	Conference, Fred Pryor Seminar

Health Department Strategic Plan Training

Quality Improvement 101	Web based training TRAIN course # 1029921	All staff	2A9, 2B10, 2C11	By 6/2018	CT TRAIN
Quality Improvement Series	Web based training TRAIN course # 1045674	DOH and select staff	2B11, 2C12, 2C13	By 2/2018	CT TRAIN
Introduction to Performance Management	Web based training TRAIN Course #1046419	All staff	7A12, 7A13, 7B14, 7B15, 7C14, 7C15	By 2/2018	CT TRAIN

Public Health Emergency Preparedness
Regional MDA # 12 Training and Exercises*

Mandatory worker safety trainings	Onsite training with MDA #12 and/or CIRMA provided to town employees	All staff	Mandated	Annually	CIRMA MDA #12
CT DPH Call Down Drills	Ensure preparedness	All staff	Mandated	4 per year	DPH
MDA #12 Call Down Drill	Ensure preparedness	All staff	Mandated	1 per year	MDA #12
MDA # 12 Exercises to be Announced	Ensure preparedness	Select staff	Mandated	varies	MDA #12

Cultural and Linguistic Competence, and Health Equity Training Needs

Cultural Competency Introduction *(responsive to changing social environment)*	Web based training TRAIN course # 1054460 or onsite training	All staff	4A1, 4A2, 4A3, 4A4, 4 B1, 4B2, 4B3, 4C1, 4C2, 4C3	By 4/2018	CT TRAIN Town of Monroe
Health Equity, Health Inequities, Health Disparities, and Social Determinants of Health *(responsive to changing social environment)*	Web-based training TRAIN course # 1061047	All staff	4A1, 4A2, 4A3, 4A4, 4 B1, 4B2, 4B3, 4C1, 4C2, 4C3, 4C4		CT TRAIN Town of Monroe
Cultural and Linguistic Std. 101-CLAS 1 *(responsive to changing social environment)*	Web-based training TRAIN course #1058875	All staff	4A1, 4A2, 4A3, 4A4, 4 B1, 4B2, 4B3, 4C1, 4C2, 4C3, 4C4		CT TRAIN

* Detailed training calendar to be added to plan when provided by DPH during next contract period 7/2018.

MONROE INTERNSHIP TRAINING:

College Student Internship Program

The Monroe Health Department collaborates with area colleges to obtain public health student interns. The students are offered an opportunity to support and assist in the development of many Monroe Health Department programs. These opportunities serve to build the future public health workforce, and are a staffing and academic resource to the department.
Student interns participate in the health department's orientation program and online courses are offered. See appendix C for program materials.

Implementation & Monitoring

Introduction   This section provides information regarding communication and implementation of this plan.

Communication   This plan will be shared with staff annually in July. In addition, each staff member will review the Staff Training Binder and their individual training sheets to ensure that all documentation is updated and accurate. Goals and objectives of the Workforce Development Plan for the upcoming fiscal year (July) will be reviewed with staff as part of the employee's annual review.

This plan and training schedule with be shared with the Board of Health, Director of Human Resources and First Selectman, annually prior to (July) for feedback and approval, and as part of new employee materials.

Evaluation & Training

Introduction   This section provides information regarding evaluation, training and tracking, roles and responsibilities, work plan review and maintenance.

Evaluation   Evaluation of training will provide the Monroe Health Department with useful feedback regarding its workforce development plan. Accurate evaluation tracking is necessary, particularly for professional continuing education documentation and quality improvement purposes.

Evaluation methods include:

1. Completion and fulfillment of individual trainings and curricula will be evaluated utilizing training binders and an accompanying training record sheet (described below and sample available in Appendix D).
2. Core competencies will be assessed yearly to evaluate if overall improvement has been made. Staff will re-take assessments in June each year. Scores will be evaluated both individually and aggregately.
3. Review of agency five-year strategic plan implementation.

Plan Tracking, Roles and Responsibilities, Plan Maintenance

Plan Tracking   Each employee is responsible for managing their own training records.

1. Original documentation of trainings and certifications are to be maintained by the staff member.
2. Copies of certificates or attendance sheets must be placed in the Health Department Staff Training Binder located on the Health Department book shelf.
3. Copies of certificates or attendance must be provided to Human Resources Department for inclusion in their Personnel File (annually in June).
4. Staff must maintain a training record sheet. Each time training is complete the staff member should indicate such on the record along with the date of completion. A sample form is located in Appendix D. A review of the training binder will coincide with the annual Performance Review in July. Employees are responsible to ensure trainings, certifications, and CEUs were completed and recorded.

Employees are encouraged to use CT.TRAIN as a resource for tracking training. Each employee should be registered at http://CT.train.org. This system can also be used for performing course searches and registering for courses online.

Roles & Responsibilities   The table below lists individuals responsible for the implementation of this plan as well as the associated roles and responsibilities.

Who	Roles & Responsibilities
Human Resources Department	Ultimately responsible for enforcement of employee policies and procedures. Works with Health Department to find appropriate training/development opportunities for staff. Provides guidance to supervisors.
Health Director	Responsible to the First Selectman and Board of Health for workforce strategy, priority setting, establishment of goals and objectives, and establishing an environment that is conducive and supportive of learning. Identifies resources available to implement the plan. Identifies future workforce needs. Provide guidance to staff regarding workforce development and assists in creating a culture that is conducive and supportive of learning.

Responsible for maintaining, ensuring compliance with, and updating this plan. |
| All Employees | Ultimately responsible for their own learning and development. Work with Health Director to identify annual individual as well as agency-based goals. Each employee must have a professional, personal, and departmental goal at their annual review. |

19

Work Plan
Review and
Maintenance

1. This plan will be reviewed and revised by the Health Director as needed, but at a minimum annually with input from the Board of Health, the Human Resources Director, and First Selectman.
2. The review will include updates to the agency/workforce profile, progress toward achievement of workforce development goals, newly identified training needs, and a new training curriculum schedule.
3. The plan will be maintained with an employee training binder on the Health Department office bookshelf.

Appendix

A	Competencies Set Result Sheets
B	Emergency Preparedness Training
C	Internship Orientation and Documents
D	Individual Staff Training Record
E	Town of Monroe New Hire Orientation Documents

Appendix A **Competencies Set**
Result Sheets

Competency Assessment

Tier 1 Public Health Professionals

2014 Version

Technical Note: This assessment was designed for use with Adobe Acrobat/Reader. Scoring and other functions may not operate properly in other PDF viewers. To use the assessment, download and save this PDF form before entering your scores.

Your Results

Enter the average total from each domain in the corresponding row below.

Domain	Average Total
Analytical/Assessment Skills	2.1
Policy Development/Program Planning Skills	2.3
Communication Skills	2.0
Cultural Competency Skills	2.0
Community Dimensions of Practice Skills	2.1
Public Health Sciences Skills	2.1
Financial Planning and Management Skills	2.4
Leadership and Systems Thinking Skills	2.1

Interpreting Your Results

Based on the averages you have for each domain in the "Your Results" section above, you are now ready to identify the strengths in your practice and the areas that you would like to improve or strengthen.

For example, if you have scored a "1" in any domain, you will want to consider focusing your time and energy toward achieving the competencies in that domain, followed by domains in which you scored a "2," with a lower priority given to domains in which you scored a "3" or higher.

Once you have identified your priorities, you can use this information to guide you in developing a learning plan with one or more personal professional goals for the next year; in engaging in a discussion with your supervisor, mentor, or coach; and in choosing learning opportunities that will help you reach your goals and meet the requirements for continuing competence in your occupation or discipline.

Competency Assessment

Tier 2 Public Health Professionals

2014 Version

Technical Note: This assessment was designed for use with Adobe Acrobat/Reader. Scoring and other functions may not operate properly in other PDF viewers. To use the assessment, download and save this PDF form before entering your scores.

Your Results

Enter the average total from each domain in the corresponding row below.

Domain	Average Total
Analytical/Assessment Skills	2.4
Policy Development/Program Planning Skills	2.6
Communication Skills	2.8
Cultural Competency Skills	2.9
Community Dimensions of Practice Skills	2.5
Public Health Sciences Skills	2.7
Financial Planning and Management Skills	2.5
Leadership and Systems Thinking Skills	2.7

Interpreting Your Results

Based on the averages you have for each domain in the "Your Results" section above, you are now ready to identify the strengths in your practice and the areas that you would like to improve or strengthen.

For example, if you have scored a "1" in any domain, you will want to consider focusing your time and energy toward achieving the competencies in that domain, followed by domains in which you scored a "2," with a lower priority given to domains in which you scored a "3" or higher.

Once you have identified your priorities, you can use this information to guide you in developing a learning plan with one or more personal professional goals for the next year; in engaging in a discussion with your supervisor, mentor, or coach; and in choosing learning opportunities that will help you reach your goals and meet the requirements for continuing competence in your occupation or discipline.

Competency Assessment

Tier 2 Public Health Professionals

2014 Version

Technical Note: This assessment was designed for use with Adobe Acrobat/Reader. Scoring and other functions may not operate properly in other PDF viewers. To use the assessment, download and save this PDF form before entering your scores.

Your Results

Enter the average total from each domain in the corresponding row below.

Domain	Average Total
Analytical/Assessment Skills	2.7
Policy Development/Program Planning Skills	2.4
Communication Skills	2.6
Cultural Competency Skills	2.5
Community Dimensions of Practice Skills	2.9
Public Health Sciences Skills	2.9
Financial Planning and Management Skills	2.9
Leadership and Systems Thinking Skills	2.5

Interpreting Your Results

Based on the averages you have for each domain in the "Your Results" section above, you are now ready to identify the strengths in your practice and the areas that you would like to improve or strengthen.

For example, if you have scored a "1" in any domain, you will want to consider focusing your time and energy toward achieving the competencies in that domain, followed by domains in which you scored a "2," with a lower priority given to domains in which you scored a "3" or higher.

Once you have identified your priorities, you can use this information to guide you in developing a learning plan with one or more personal professional goals for the next year; in engaging in a discussion with your supervisor, mentor, or coach; and in choosing learning opportunities that will help you reach your goals and meet the requirements for continuing competence in your occupation or discipline.

Competency Assessment

Tier 3 Public Health Professionals

2014 Version

Technical Note: This assessment was designed for use with Adobe Acrobat/Reader. Scoring and other functions may not operate properly in other PDF viewers. To use the assessment, download and save this PDF form before entering your scores.

Your Results

Enter the average total from each domain in the corresponding row below.

Domain	Average Total
Analytical/Assessment Skills	2.7
Policy Development/Program Planning Skills	3.3
Communication Skills	3.0
Cultural Competency Skills	3.3
Community Dimensions of Practice Skills	3.3
Public Health Sciences Skills	2.1
Financial Planning and Management Skills	2.8
Leadership and Systems Thinking Skills	2.8

Interpreting Your Results

Based on the averages you have for each domain in the "Your Results" section above, you are now ready to identify the strengths in your practice and the areas that you would like to improve or strengthen.

For example, if you have scored a "1" in any domain, you will want to consider focusing your time and energy toward achieving the competencies in that domain, followed by domains in which you scored a "2," with a lower priority given to domains in which you scored a "3" or higher.

Once you have identified your priorities, you can use this information to guide you in developing a learning plan with one or more personal professional goals for the next year; in engaging in a discussion with your supervisor, mentor, or coach; and in choosing learning opportunities that will help you reach your goals and meet the requirements for continuing competence in your occupation or discipline.

Appendix B   **Emergency**
                       Preparedness
                       Training

Regional Emergency Preparedness Workforce Development Goals & Objectives
MDA # 12 Training and Exercise Plan

~ Multiyear Exercise Schedule: 2017 ~

JURSIDICTIONS	Qtr 1			Qtr 2			Qtr 3			Qtr 4		
	J	F	M	A	M	J	J	A	S	O	N	D
SHD MDA #12 LEAD												
THD												
MHD												
CT MDA #12					WORKER SAFETY TRAINING	CALL DOWN DRILL					MASS PROPHYLAXIS PREP. AND PLANNING	MDA ANNUAL TRAINING/ MEETING
CT REGION 1 ESF-8									CALL DOWN DRILL			
STATE CT-DPH												CALL DOWN DRILL

Regional Emergency Preparedness Workforce Development Goals & Objectives
MDA # 12 Training and Exercise Plan

DRAFT

~ Multiyear Exercise Schedule: 2018 ~

JURSIDICTIONS	Qtr 1			Qtr 2			Qtr 3			Qtr 4		
	J	F	M	A	M	J	J	A	S	O	N	D
SHD MDA #12 LEAD												
THD												
MHD												
CT MDA #12	ANNUAL TEPW COMM. TRAINING/ DRILL		HAZ-MAT FUNCT. EXERCISE		WORKER SAFETY TRAINING	CALL DOWN DRILL						MDA ANNUAL TRAINING/ MEETING
CT REGION 1 ESF-8												
STATE CT-DPH			CALL DOWN DRILL			CALL DOWN DRILL			CALL DOWN DRILL			CALL DOWN DRILL

25

Regional Emergency Preparedness Workforce Development Goals & Objectives
MDA # 12 Training and Exercise Plan

New Goal	Measure	Timeframe	Responsible Party

Appendix C   **Internship**
                        Orientation and
                        Documents

Monroe Health Department
Internship Orientation and Program Assignment

Intern _____ Program Date Range_____

	Review Date	Initial
Monroe Internship Application and Nondisclosure Agreement	_____	_____
University Agreement	_____	_____

Public Health Services

- Overview, What is Public Health   _____   _____
    - Population Based
    - Health Data Collection and Planning
    - Ten Essential Public Health Services

- Public Health Laws   _____   _____
    - CT General Statutes
    - CT Public Health Code and Regulations
    - Ordinances

- Health Departments, Districts, and Partners   _____   _____

- The Work of Public Health – 10 Essential Public Health Services   _____   _____
    - Environmental Health
        - Regulated facility review/inspections
        - Complaint investigations
        - Subsurface sewage disposal and plan review
        - Well Permitting

    - Community Health
        - Chronic disease prevention, detection and control

- Immunizations (child vaccine and seasonal flu clinics)
- Community health engagement and outreach
- Infectious disease surveillance, monitoring, and investigation
  - Emergency Preparedness
    - Training and planning
    - Point of dispensing (POD)
    - Volunteer recruitment

Internship Schedule _____

Areas of Interest

_____
_____
_____
_____
_____
_____
_____

Program Goals and Objectives

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Monroe Health Department
Student Evaluation of Internship Program

Intern name: _____

Email_____Phone_____

Agency _____Supervisor _____

Strongly Agree (5); Agree (4); Undecided (3); Disagree (2); Strongly Disagree (1)

About the Internship Agency:

1) Tasks and experiences helped me meet my learning goals and

   objectives?   5 4 3 2 1

2) Site provided me with sufficient orientation to its mission, vision,

   purpose, policies and procedures?   5 4 3 2 1

3) Physical resources (space, materials, equipment) to complete

   assignments were adequate?   5 4 3 2 1

4) The staff conducted themselves in a professional manner?   5 4 3 2 1

5) I was given adequate support and supervision by agency staff? 5 4 3 2 1

6) The staff displayed a high level of commitment to their job?   5 4 3 2 1

7) Networking opportunities were made available?   5 4 3 2 1

8) Staff satisfaction appeared high?   5 4 3 2 1

9) The agency was an appropriate placement for the intern?   5 4 3 2 1

About the Supervisor:

1) Supervisor provided regular supervision and assistance?   5 4 3 2 1

2) Supervisor conducted regularly scheduled conferences?   5 4 3 2 1

3) Supervisor actively sought out your opinions?   5 4 3 2 1

4) Supervisor treated you in a professional manner?   5 4 3 2 1

5) Supervisor made my responsibilities clear to me?   5 4 3 2 1

6) Supervisor provided me with regular feedback of my

performance?   5 4 3 2 1

Do you have any additional comments to improve the Monroe Health Department with future internships?

_____

_____

_____

_____

_____

Would you recommend this site to future students? Yes?   No?   If no, please explain

_____

_____

_____

_____

_____

Intern Signature _____   Date _____

5/15/17 NB

Date:

To: _____
_____
_____

Re: _____

Dear _____,

_____
_____
_____
_____

Preceptor Evaluation of the Student

1. _____ met objectives and goals of his/her work experience with the Health Department. His/her project is attached.

2. Strengths

_____
_____
_____

3. _____
_____
_____

Preceptor Evaluation of the Role of the Practicum Experience

1. _____
_____

2. _____
_____

If you have any questions please don't hesitate to contact me at (203) 452-2818.

Sincerely,

Nancy Carol Brault, M.P.H., R.S.
Director of Health

Town of Monroe

Internship Program

January 2017

Internal Department Request Form

Please fill out the following questions and return to the Human Resources Office, Thank you!

Department Requesting Intern: _____

Date Request Submitted: _____/_____/_____

Direct Report/Supervisor for Intern: _____

Do you have a need for more than one intern in your department? _____Yes _____No

What would be their essential responsibilities/duties?

_____

_____

_____

_____

What will the learning objectives be from this internship experience?

_____

_____

_____

_____

What are essential qualification requirements for an intern?

_____

_____

_____

_____

When will the internship start? _____/_____/_____

What is the duration of the internship? _____

How many hours will be required for the intern to work? _____

How will the intern be evaluated? Project_____ Paper _____

HOLD HARMLESS AGREEMENT

WITH THE
TOWN OF MONROE, CT

I, _____ of _____, understand and
             (Name)   **(Address)**

acknowledge there is a risk of personal injury in:_____

_____
           (description of volunteer duties volunteer will perform)

and do forever agree to, RELEASE, ACQUIT, DISCHARGE, PROVIDE THE DEFENSE OF, INDEMNIFY, REIMBURSE AND COVENANT TO HOLD HARMLESS, the Town of Monroe, **known as the TOWN OF Monroe,** with its principal place of business at 7 Fan Hill Rd., Monroe, CT 06468, its officials, employees and agents, including but not limited to its First Selectman and members of the "Town", from and against any and all loss, harm, personal injury, property damage, claims, liabilities and costs of any nature, including without limitation, medical expenses, interest, and attorney's fees, arising out of or suffered or incurred as a result of or relating in any way to my authorized volunteer duties as described above.

IN WITNESS WHEREOF, I have executed this Hold Harmless Agreement on this
_____ day of _____, 20___.

Name of Individual   **WITNESS**

_____   _____
                                              (Town Representative)

Parent or Guardian Signature

_____

(If Volunteer is under the age of 18)

UNPAID INTERNSHIP AGREEMENT

WITH THE
TOWN OF MONROE, CT

This is an agreement between _____ ("Intern"), and The Town of Monroe.

The term of this internship begins on _____ and ends on _____.

Conditions of the Agreement:
- The internship is related to an educational purpose and there is no guarantee or expectation that the activity will result in employment with the Town of Monroe.
- The Intern does not replace or displace any employee of the Town of Monroe.
- The Intern will receive direct and close supervision by _____.
  (Supervisor)

- The Town of Monroe does not derive an immediate advantage from activities performed by the Intern.
- The intern is not entitled to any compensation or benefits.
- The Town of Monroe is not liable for any injury or health condition sustained from the course of the internship.

The Intern specifically agrees to and acknowledges the following:
- This internship is educational in nature, and there is no guarantee or expectation that the internship will result in employment.
- The Town of Monroe may at any time in its sole discretion, terminate the internship without notice or cause.
- Intern will maintain a regular internship schedule determined by the Intern and their supervisor.
- Intern will follow the Town of Monroe's Policies as well as the rules and regulations of the Town.
- Intern will furnish his/her supervisor with all necessary information pertaining to my unpaid internship, including related assignments and reports.
- Transportation to and from the internship site is the responsibility of the Intern.

I understand that this an unpaid, learning experience and is not to be considered paid employment.

_____   _____
Intern   Town of Monroe

_____   _____
Date   Title

                                            _____
                                            Date

4

TOWN OF MONROE

Orientation Packet Policies
Signature Page

The Policies listed below require your review. There are other Policies included in the Town Policy Manual. There is a Policy manual located in each department, please ask your supervisor to provide you with access to the manual so you can review all of the policies.

- Employee Handbook
- Substance Abuse Policy
- Sexual Harassment Policy
- Hazard Communication Policy
- Computer & Internet Policy
- Code of Ethics
- Safety Program
- Emergency Plan Evacuation
- Violence in the Workplace plan

I_____, acknowledge that I have received a copy and have read the policies listed above.
    (Print Name)

_____
Signature and Date

Appendix D   **Individual Staff**
                    Training Record

Training Record *Sample*

Monroe Health Department Training Plan	NB	HH	RJ	BK	Dates Due
Tier 1 - Entry					
CPR/AED Training					
N95 Respirator Fit Testing & Training					
Bloodborne pathogens					
Personal Protective Equipment					
Software– MS Office					
Cultural Competency					
IS 100					
IS 200					
IS 700					
Communications – Everbridge, MEDSAT, Web EOC, Radios, Push-to-Talk					
Requesting/Receiving/Shipping (RRS) Strategic National Stockpile (SNS)					
Maven Training					
Software Training MS Office					
Tier 2 – Program Management/Supervisory					
ICS 300					
ICS 400					
ICS 800					
Fundamentals of Epidemiology and Field Investigation					
Fundamentals of Crisis and Emergency Risk Communication					
Isolation and Quarantine Workshops					
Quality Improvement Workshop					
Shelter Manager Training – Red Cross					
Tier 3 – Senior Management/Executive					
Nancy TBD					
Specialized Training for Certain Staff (individualized)					
Smallpox Vaccinator Training					
Public Health Worker Incident Safety					
Food Inspector Recertification					
Lead Inspector/Risk Assessor					
Sewage Disposal Phase 1 and 2					
OSHA Hazmat Training					

Appendix E   **Town of Monroe**
New Hire
Orientation
Documents

TOWN OF MONROE
FULL TIME employee
Orientation Checklist for Supervisors

[ ] Welcome New Employee _____ **Date:**_____

[ ] Introduction to work group
[ ] Tour Department and Important Places including Restrooms & Lunch Room
[ ] Introduction to the Town (may be handled on a separate day)

[ ] Service(s) provided / offered
[ ] Resources for Town Information - INTRAnet
[ ] Introduction to the Department
[ ] Relation to other departments
[ ] Organization of department/ Job Description
[ ] Procedures for leave, overtime, etc. (Munis Approval)
[ ] Introduction to the Job/Work Space
[ ] Work hours, breaks, mealtimes and other rules
[ ] Equipment/tools
[ ] telephone number/mail
[ ] fax machine/Copier
[ ] Handling Confidential Information
[ ] Performance Expectations/Goals
[ ] Promotions/Transfers
[ ] Safety/Emergency Procedures/Emergency Exits
[ ] Injury Prevention/Reporting Injuries
[ ] Introduction to Mentor, Coach or Buddy
[ ] I.T. Training: Computer System/log on/Munis Timesheet/email/telephone/Voice Mail

[ ] General
[ ] Time sheet/Time card, if applicable
[ ] Parking
[ ] ID Card
[ ] Bulletin Board and Newsletter/Union Postings Locations

TOWN OF MONROE
NEW HIRE FULL-TIME ORIENTATION PACKAGE
CHECK-LIST

Employee: _____   Date:_____

Supervisor: _____

Forms to be filled out
- [ ] Federal W-4 Form
- [ ] CT-W4 Form
- [ ] Direct deposit Form
- [ ] Background Check Form
- [ ] Emergency Contact Form
- [ ] Employment Eligibility I-9 Verification Form w/ proof of ID
- [ ] ID Card form (take picture)

Town of Monroe Policies and Procedures
- [ ] Employee Handbook
- [ ] Substance Abuse Policy
- [ ] Sexual Harassment Policy
- [ ] Hazard Communication Policy
- [ ] Computer & Internet Use Policy
- [ ] Code of Ethics
- [ ] Health and Safety Guidelines/Emergency Plan and Evacuation
- [ ] Violence in the Workplace Policy
- [ ] Union Contract
- [ ] Finger Printing

Town Hall Employee Benefits
- [ ] DCAP Claim Form
- [ ] Benefit Enrollment Forms: Dental, Medical (or WAIVER)
- [ ] Life Insurance form AND Beneficiary Form
- [ ] Retirement Income Plan/457
- [ ] Pension Authorization Form AND Beneficiary Form
- [ ] Flexible Benefit Enrollment Form
- [ ] Participation Agreement/Deferral Election Form
- [ ] Summary of Benefits

New Hire Communication
- [ ] E-mail Tanya & Steve Copy of Offer Letter
- [ ] E-mail Union President
- [ ] Post on Intranet

MUNIS ID/Employee ID
- [ ] Let the Employee know that they will receive an email with their MUNIS ID/Employee ID # AFTER they have completed and returned all of their paperwork to H.R.

HelpDesk
- [ ] Copier Machine Card
- [ ] Teamview Access?
- [ ] Phone extension
- [ ] Email set up
- [ ] Training: Phone   Munis   ESS   Copy machine
- [ ] Distribution list(s) _____

_____

TOWN OF MONROE
NEW HIRE PART-TIME ORIENTATION PACKAGE
CHECK-LIST

Employee_____   Date:_____

Forms to be filled out

☐ Federal W-4 Form
☐ CT-W4 Form
☐ Direct deposit Form
☐ Background Check Form
☐ Emergency Contact Form
☐ Employment Eligibility I-9 Verification Form w/ proof of ID
☐ ID Card form (take picture)

```
┌─────────────────────────────────────┐
│ HR to send HelpDesk/IT for           │
│ email and phone extension.           │
│                                      │
│ Date: _____                   │
└─────────────────────────────────────┘
```

Town of Monroe Policies and Procedures

☐ Employee Handbook
☐ Substance Abuse Policy
☐ Sexual Harassment Policy
☐ Hazard Communication Policy
☐ Computer & Internet Use Policy
☐ Code of Ethics
☐ Health and Safety Guidelines/Emergency Plan and Evacuation
☐ Violence in the Workplace Policy

Town Hall Employee Benefits

☐ Paid Sick Leave Law

New Hire Communication
☐ E-mail Tanya & Steve Copy of Offer Letter
☐ E-mail Union President (Clerical Union only if 25HR position)
☐ Post on Intranet

MUNIS ID/Employee ID

☐ Let the Employee know that they will receive an email with their MUNIS ID/Employee ID AFTER they
   have completed and returned all of their paperwork to H.R.

☐ Follow up date to review ESS_____

HelpDesk/IT
☐ Copier Machine Card
☐ Teamview Access?
☐ Phone extension
☐ Email set up
☐ Training: Phone   Munis   ESS   Copy machine
☐ Distribution list(s)   _____
                           _____