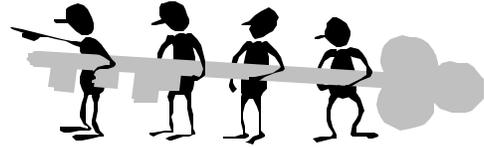
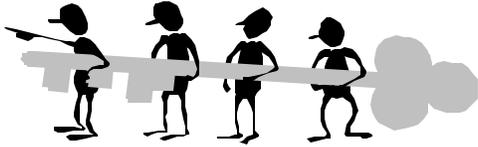


DHEC Health Services Work Force Strategies



Formal Academic Education – Knowledge obtained from an academic institution of higher learning resulting in an Associate, Bachelor, Master or Doctorate degree. (Examples: Tuition Assistance, Healthcare Pilot Program Incentives, Alternate Work Schedules, Graduate Certificate in Public Health)

Leadership Training and Development - Internal and external leadership activities designed to facilitate learning. (External Training Examples: Associate Public Manager, Certified Public Manager, Management Academy of Public Health, Southeast Public Health Leadership Institute, National Public Health Leadership Institute; DHEC Internal Training Examples: Introduction to Supervision, Personnel Practices, Supervisory Practices, 4th Generation Management, Change Management, Resolving Conflict, Other Technical Training)

Core Public Health Training – Competencies developed through collaboration between DHEC and USC Arnold School of Public Health. Participants will receive a certificate in Public Health, which will consist of 6 modules scheduled to be implemented August 2006.

Mentoring - An experienced, skilled person (mentor) is paired with a person of less experience (protégé), with the goal of strengthening competencies of the protégé. (Examples: Mentoring guidelines and forms are linked to the HR website, Health Services mentoring experiences)

Job Shadowing – A less experienced performer is paired with a veteran performer. The veteran performer is asked to share knowledge (and perhaps hands-on practice) in dealing with difficult situations on the job. (Examples: Job Shadowing procedures are linked to the HR website)

Job Rotation - A form of training that involves moving an employee from one job function to another for a period of time. (Examples: Job Rotation guidelines & tools are linked to the HR website)

Coaching - A smarter way of managing people by assisting subordinate employees in acquiring skills and/or resources to help them become more effective, better equipped, more resilient and more employable.

Recruitment and Retention – Finding, attracting and hiring qualified employees; motivating and retaining capable and productive employees by using systematic approaches aimed at reducing employee turnover.

