

Workforce Development

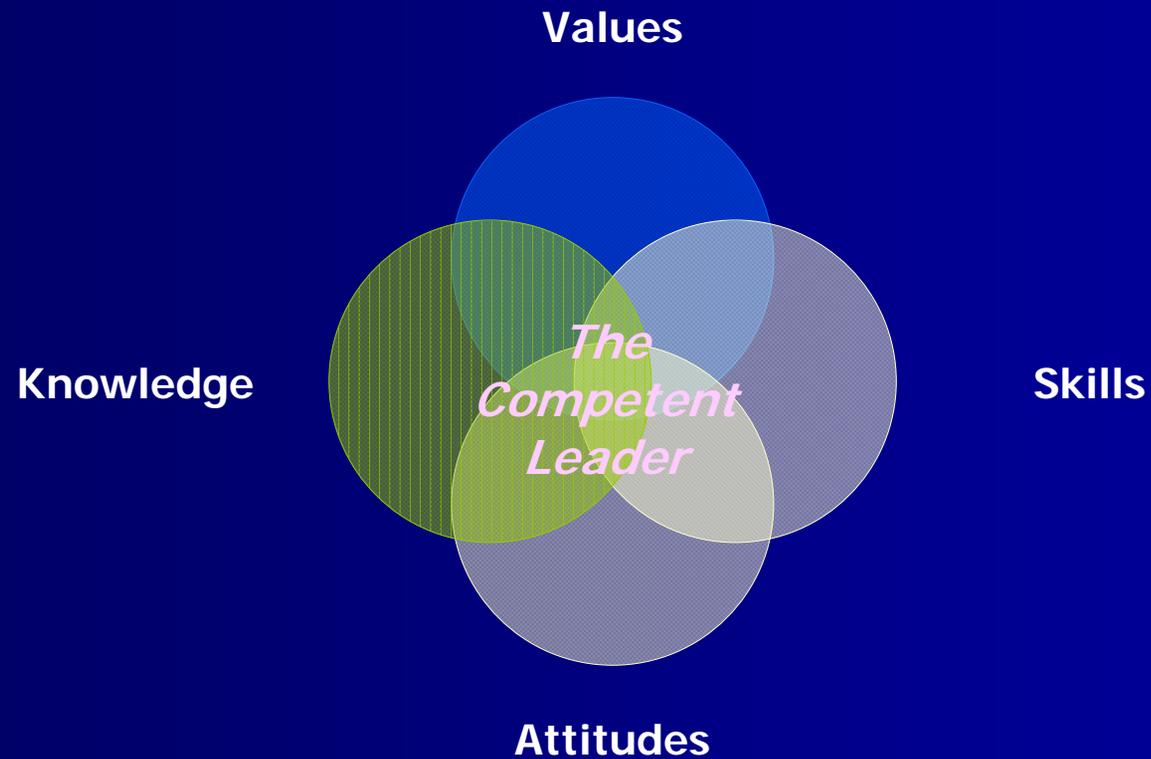
San Mateo County

BHRS Leadership College

These Slides are Adapted from the Following Documents:

- **Hannam, S and Yordi, B. Engaging a Multi-Generational Workforce:** Practical Advice for Government Managers. IBM Center for The Business of Government (2011).
- **Report to Congress on the Nation's Substance Abuse and Mental Health Workforce Issues.** SAMHSA; US Department of Health and Human Services (January 24, 2013)

Training Components



I would really like to talk about my age

1. Absolutely
2. H... No!
3. Will it get me anything?
4. Kristin has lost her mind

**Great. Good Job on the Test Question.
So....what's your age? Yes, it's
anonymous**

1. 68+
2. 49-67
3. 33-48
4. 23-32

Welcome to the Four Generation Workforce

Generations	Current Age	Years Born
Traditionalists (AKA the Greatest Generation or The Silent Generation)	68+	1922-1945
Boomers	49 – 65	1946-1964
Gen Xers	33-46	1980-1965
Millennials AKA Gen Y, Net	23-30	1990-1981

Remember as we speak about any social science

- Culture
- Context
- *Zeitgeist*

That said, each of the above has a zeitgeist

Add to that these trends....

- Not Happy.
 - Over half of the American Workforce is unsatisfied with their jobs.
- Rapid Technological Change.
 - We connect anytime, anywhere

Given this, how do we lead a workforce

- Know the collective workforce
- Know ourselves

Your learning Style

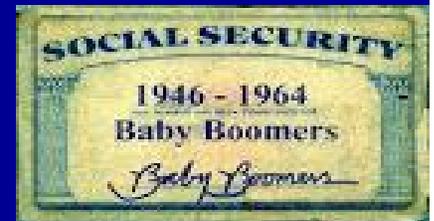
1. **Traditional;** instructor-led; reading: homework: "teach me", tech challenged
2. **Independent;** expert or instructor led, goal-oriented; competitive, "lead me to information", tech-latecomers
3. **Individuals also collaborative;** peer to peer, "connect me to people"; tech-adept
4. **Need to see context and value;** search and explore with each other, online, in their time, in their place, "connect me to everything", tech savvy

Your Experience in the Workplace

1. No discussion of work-life balance; work is performed in the office, work measured by hours worked
 2. Little emphasis on work-life balance; work done in the office; work long hours; sought stellar career
 3. Witness the end of life-long employment, move toward a portable career; increased emphasis on work-life balance; work can be performed in and out of the office
1. Believe that work should be measured by results, not hours, actively seeks work-life balance, move toward building parallel careers

Characteristic of Generations

- Traditional – Do without; respect authority, details, less into change, dedication, sacrifice, duty and hard work
- Boomers – Health economic era, optimistic, defined by job, mixed attitudes toward authority and management



Characteristic of Generations

- Gen X – Distrust of national institutions; cynical and pessimistic; comfortable with change; high degrees of self-reliance
- Millennials – Financial boom; tech savvy and into social networks, multi-task; expect instant reward and gratification



Why know any of this?

Consider the Workforce Trends

1. Trend One: Increased use of new technologies
2. Trend Two: Increased expectation for work-life flexibility
3. Trend Three: Increased expectation for continual development

Why know any of this?

Consider the Workforce Trends

4. Trend Four: Increased need for new ways to reward and recognize employees
5. Trend Five: Increase need to engage the entire workforce
6. Trend Six: Increased emphasis on innovation

What to do....*Develop*

- Develop “soft skills”
- Find ways to use social media to educate
 - Start with having the entire staff sign up for the San Mateo Change Agent website
 - Facebook
- Identify work that people find meaningful.
 - Frame work as meaningful
- Mentoring
 - Include reverse mentoring

What to do....*Be More Flexible*

- Where can we provide more **flexibility** in schedule?

Some jobs can be more flexible

Some aspects of jobs can be performed elsewhere

- What is **productivity** in your office?

What to do....*Reward*



- Re-evaluate your rewards
 - Be flexible with rewards
- Create menu of rewards
- On the spot rewards
- Create culture of rewarding
 - Encourage staff to reward each other

What to do....*Engage*

- **Retain** and support your best employees
- **Transform** the partially engaged to engaged
- Focused on **disengaged last**...help them move on, if necessary

<http://www.youtube.com/watch?v=ULkbhrKxGeQ>

Knowledge and Skills

What the Workforce of the Future
Needs to Know

The Skills Needed in a Changing World

- More diversity in the communities served and entitled to health care, means a need for a more diverse workforce
 - Reduce health disparities – we need to have a more diverse workforce
 - Expect more peer providers

The Skills Needed in a Changing World

- More diversity in the communities served and entitled to health care, means a need for a more diverse workforce with skills to work with the following:
 - Children and adolescents
 - Older adults
 - Rural residents

The Skills Needed in a Changing World

- Integrated Care – holistic, public health care model
 - Core competencies for national health care is lacking
 - Licensure does not include any preparation for working with primary physical disorders

The Skills Needed in a Changing World

- Competencies in Co-Occurring mental health and alcohol and other drug treatments.
 - Knowledge of both types of conditions
 - Partnering skills – how to work cross discipline

The Skills Needed in a Changing World

- More medicine-based treatment
 - Need for more physicians
 - Need for more allied professionals who have knowledge of the body, brain and a variety of medications used

Accountability

- Evidence Based Practice
 - Wellness and Recovery
- Community Based Practice
 - Relevant for the Community
- Competencies
- Outcomes and Data
- Technology

Given all this information, I am most in need of training around (pick one)....

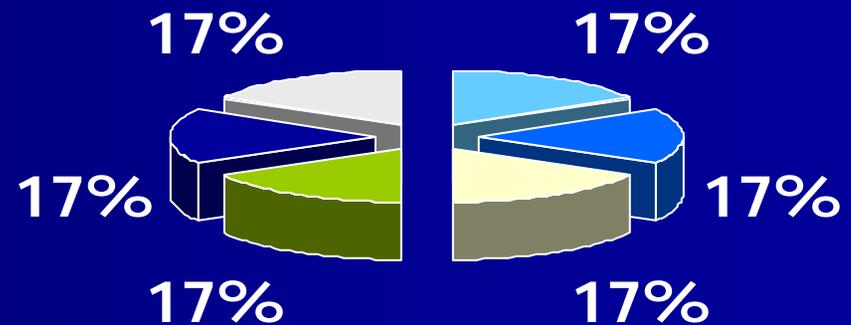
1. Integrated treatment with Primary Care
2. Co-Occurring Disorders
3. Working with peers
4. Work with Older Adults
5. Work with Youth and Adolescents
6. How to Work with Data and Outcomes
7. Using Technology

Exercise!

- Write a job description for a behavioral health provider – you decide the affiliated profession – using some of the discussion we had today about the core competencies needed for the behavioral healthcare workforce of the future.

Workforce Development Blows my mind. I want to be involved in....*check all that apply*

1. Training Committee meetings
2. Being a mentor or being mentored
3. Presenting a training
4. Organizing a training
5. Collecting outcomes
6. Signing up for Change Agent Page on Facebook



Thank You!

For Workforce Development and
Training Needs...Kristin Dempsey
kdempsey@smcgov.org