



Strategic Objectives for FY 2016-17

The Division of Environmental Assessment and Restoration (DEAR) created this staff development plan in support of the Secretary's strategic goal to "empower employees to solve problems through innovation and efficiency," with the objective of fostering a professional development culture by providing relevant training, by enabling more effective communication, by measuring successes, and by changing process that could work better. Providing staff development opportunities through specialized training is one way to reward employees while bringing up the overall skill level of our staff. Employee engagement surveys have also identified staff development as a key concern, and this plan incorporates employee feedback regarding what types of training would be most useful.

The DEAR staff development plan is different from—but incorporates and works side-by-side with—the training plan. The annual "approved training plan" is put together as an administrative aid to identify training-related travel and costs for the Secretary's office (see Attachment A). It facilitates more efficient approval of travel authorization paperwork. This staff development plan encompasses many activities, some of which involve training-related travel or costs, but it is a DEAR-driven, internal product that can be modified, edited, and updated throughout the year to respond to changes in priorities or resources.

Plan Development

DEAR formalized its staff development plan during state fiscal year (FY) 2015-16, outlining specific plan elements, documenting training offerings, and identifying programs needing development. The FY 2015-16 plan evolved over time, culminating with a final version in March 2016. Two quarterly updates in March and June 2016 identified the division's status on implementing each plan element, as well as the next steps to undertake.

The division office and program administrators (management team) continued to implement the "next steps" identified in the 2015-16 Q4 update into FY 2016-17. The management team identified new topics for staff-led project workgroups, continued to support technical seminars, promoted staff attendance at supervisory skills and technical writing workshops, and evaluated progress towards meeting each of the plan elements. Details on successes and next steps for each element follows.

Summary of Plan Elements

"A" Elements—Easy starts and quick wins

1. Send staff to professional conferences (including out of state conferences).
2. Select staff to act as project workgroup leaders.
3. Bring promising staff to higher level meetings.
4. Enroll promising staff in department sponsored supervisory and leadership training classes.

"B" Elements—Intermediate activities

5. Identify high quality career development seminars.
6. Develop an in-house technical seminar series.

"C" Elements—Programs needing development

7. Identify key technical skills that will be lost when senior staff leave and pair those staff with promising junior staff for training.
8. Recruit and overlap incumbent and incoming staff for six months.



Status of Plan Elements

1. Send staff to professional conferences.

DESCRIPTION—Technical training is often available at pre-conference workshops or break-out sessions. Presenters at meetings often share state of the art analysis methods prior to publication in peer-reviewed journals. "Messy desk" thought process at conferences often produces unique ways of looking at what might appear to be unrelated concepts. Staff can present the department's work at meetings, which provide a good forum for public outreach and feedback.

STATUS—Complete, but ongoing. DEAR managers identified relevant professional conferences, soliciting staff input to identify events where employee interest intersected with division needs. The management team developed a reporting and tracking mechanism that records how many staff attended each of the identified events, documents attendance at events that had not been previously identified on the plan, and—most importantly—evaluates the training and conferences attended by staff. This tool can then be used to help drive future planning for staff development through professional conferences, by documenting which offerings were most useful and relevant.

NEXT STEPS—Management team to continue populating the training and conference attendance spreadsheet; this is generally accomplished concurrently with end-of-quarter business plan reporting by the program administrators. Use the data collected on the 2016-17 spreadsheet to inform requests for the FY 2017-18 training plan.

2. Select staff to act as project workgroup leaders.

DESCRIPTION—Spotlight promising staff while addressing shortcomings of flat organizational structure by providing additional leadership opportunities through managing workgroups. Provide opportunity for staff to demonstrate, practice, and learn leadership skills while delivering solutions to problems challenging the division. Reduce burden on program administrators (PAs) and environmental administrators (EAs) who typically lead such groups. Include top down approval so supervisors and staff feel empowered to dedicate resources to tasks outside typical duties. Showcase the skills and potential of all the staff participating in the group.

STATUS—Complete, but ongoing. During FY 2015-16, four staff-led workgroups were formed. They completed their charges as per their scoping documents; presented their deliverables; revised their products based on management team review and comment; and prepared final reports and recommendations. The FY 2015-16 workgroups comprised water quality trend analysis, continuous monitoring standard operating procedures, bioassessment, and employee recognition. Each had a PA liaison to provide overall guidance and direction, but they were led by promising staff-level employees. The workgroups had a limited duration, so in addition to landing a product, many of the groups recommended follow-on subgroups or the creation of an ongoing team.

New groups launched in FY 2016-17:

- TMDL Development Process Revamp
- Water Quality Trend Analysis Subgroup 1 (Example Framework Applications)
- Water Quality Trend Analysis Subgroup 2 (Power Analysis Workgroup)
- Continuous Monitoring Phase 2



New groups for management team to scope out in FY 2016-17:

- Division-wide data management strategy
- Improve long-term lab workload planning

NEXT STEPS—Existing workgroups which have not yet established a deliverable schedule or a formal scoping document will do so. Workgroup products will be submitted to the DEAR management team for review, approval, and implementation. Individual workgroup status to be included in staff development plan quarterly update reports. Management team will regularly revisit and refine the list of DEAR priorities to establish the next wave of workgroup teams.

3. Bring promising staff to higher level meetings.

DESCRIPTION—Develop area expertise by exposing staff to new concepts through attending meetings. Allow PAs and EAs to bring junior staff up to speed on important key issues and to assign meeting-specific tasks in preparation for follow-up meetings. Expose junior staff to DEAR's technical and policy discussions. Provide an opportunity to understand collaborative decision-making.

STATUS—In progress. Some programs have implemented this element, but DEAR is not (yet) formally tracking this effort. The concept behind this plan element involves more than just bringing the technical expert or project lead to management briefings with the Director or Deputy Secretary. The idea is to enable and encourage busy managers and promising junior staff to find the time to establish a shadowing program.

NEXT STEPS—Management team to determine whether and how to track shadowing and meeting attendance, perhaps through asking staff to maintain an achievement or professional development log. Management team to clarify the intent and expectations when inviting staff to participate in division office level meetings—especially if it's not their subject matter focus. Invited staff should be shadowing, learning, and contributing to the meeting while getting a larger perspective on how management and leadership decisions are made in response to technical inputs and answers.

4. Enroll promising staff in department sponsored supervisory and leadership training classes.

DESCRIPTION—This element reflects DEAR's commitment to participating in department-sponsored supervisory and leadership training classes, such as the Dale Carnegie Leadership Training course and the Supervisor's Boot Camp (*From Supervisor to Leader: Road Map to Success*) course taught by the Florida Institute of Government.

STATUS—Complete, but ongoing. See Attachment B for the list of DEAR staff who were identified for leadership training, along with the dates they attended training. Having a continuously updated list of targeted staff proves helpful, as the department's supervisory skills course is sporadically offered with an unknown number of available seats. As an example, in the March 2017 course, DEAR was able to send four staff who had previously been wait-listed. And when a new course was unexpectedly scheduled for April 2017, DEAR was ready with a list of names and secured nine attendees.

NEXT STEPS—PAs to continue to identify promising staff, focusing on those who are new to supervisory roles with less than two years of supervisory experience; those expected to move into supervisory roles within the current or next fiscal year; non-supervisory staff who act as team leads by coordinating work assignments; and current supervisors who have not had the training or who could benefit from going to the workshop as a refresher.



5. Identify high quality career development seminars.

DESCRIPTION—This plan element includes both third-party or contractor training as well as in-house training, technical sessions, user groups, and courses. In-house training benefits the staff receiving the training, provides presentation practice to the providers, builds cross-program relationships among DEAR staff, and takes full advantage of the costs associated with conference and seminar travel (i.e., it implements the "train the trainer" approach). The management team pursues third-party training or contract training for those topics where DEAR lacks in-house expertise sufficient to teach a meaningful course, or where inexpensive "off the shelf" training is readily available. In addition, when contracting out technical work such as water quality modeling, contracts now routinely include a staff training component so that DEAR can build its internal expertise over time.

STATUS—Complete, but ongoing. The management team identified several courses to meet broad training needs across the division—public engagement and communication (via True Colors), writing (via participating in department-sponsored offerings and hiring Dr. Teague to repeat her DEAR-tailored writing course), and supervisory skills (via the department-sponsored offerings discussed above and through a "new manager book club" approach). Week-long training events were held to teach staff watershed assessment model (WAM) and Hydrologic Simulation Program Fortran (HSPF) skills. Some of these software package training events were built into DEAR technical support contracts; others were initiated by staff. For HSPF training, for example, the PA coordinated with water management district experts to arrange for them to teach DEAR staff during a week long course.

NEXT STEPS—Convene the new manager's book club group, using the copies of *Stepping Up to Supervisor* on long-term loan from human resources. Pursue the communication skills training identified. Survey DEAR staff to identify additional and ongoing training needs. Consider in-house classroom training for basic statistics, basic modeling, and introduction to GIS. Some of these topics could be covered through a technical seminar or two. Basic watershed modeling could start with the recent EPA series of webinars—to cover model selection, limitations, pros and cons, necessary inputs, interpreting outputs, etc.—with follow up from DEAR staff to provide specifics applicable to modeling Florida.

6. Develop an in-house technical seminar series.

DESCRIPTION—DEAR conducts a "second Tuesday" technical seminar series. Each month, a technical presentation showcases some of the outstanding work being done by DEAR staff. The seminar series provides training on sampling, data analysis, statistical analysis, using spreadsheets, and other similar topics. Some of these presentations will be the venue for in-house training sessions identified under plan element 5, above.

STATUS—Complete, but ongoing. The topics presented and scheduled to date are:

- Nov 2015—Ground water trend study—Rick Copeland
- Dec 2015—Bioassessment 101—Cheryl Swanson
- Jan 2016—Spotlight: Regional Operation Centers—Alicia Wilson
- Feb 2016—Determining priority waters for TMDL and restoration—Erin Rasnake
- Mar 2016—Algal blooms—Cheryl Swanson
- Apr 2016—Business plan demystified—Greg DeAngelo
- May 2016—Review of recent poster sessions (phytoplankton assemblage basis for setting a water quality target, and using microbial source tracers)—Ansel Bubel and Daisys Matthews
- Jun 2016—No presentation this month
- July 2016—Using the new SPA—Lisa Schwenning and Kyle Ferris



- Aug 2016— Water-CAT—Kate Muldoon
- Sept 2016—No presentation this month (Hurricane Hermine)
- Oct 2016—DEAR style guide—Greg DeAngelo
- Nov 2016—Rulemaking 101—Eric Shaw and Kenny Hayman
- Dec 2016—Santa Fe resource focus area sampling plan and results—Brian Katz
- Jan 2017—Springs BMAPs and OSTDS remediation plans—Kevin Coyne
- Feb 2017—80th percentile of natural variability and other statistical tricks—Ken Weaver
- Mar 2017—Statistical analysis using R—Ansel Bubel and Aime West
- Apr 2017—New data layers for assessment status and springs—Janis Morrow
- May 2017—Using MapDirect—Andy Woeber (scheduled)
- Jun 2017—Overview of DWRA funding programs—Joe Kahn (scheduled)

NEXT STEPS—Continue to implement and refine the process to keep a variety of interesting topics going. Upcoming topics could include: Waterbody Classifications; Quality Assurance; ADA Compliance; The Legislative Process (i.e., how a bill becomes a law); LIMS 101; and Pesticides. Continue to schedule additional speakers and topics. Continue to document the seminars (e.g., through recording as webinars) and build the intranet-hosted training library.

7. Identify key technical skills that will be lost when senior staff leave and pair those staff with promising junior staff for training.

DESCRIPTION—Similar to mentoring but more focused and with the specific intent of maintaining program capacity during staff turnover.

STATUS—To be developed.

NEXT STEPS—One area to consider is the loss of general familiarity with wastewater permitting, stormwater, drinking water, UIC, and other DWRM programs as time goes on and staff with prior regulatory experience retire. Could potentially institute high level training and interaction between the water divisions.

8. Recruit and overlap incumbent and incoming staff for six months.

DESCRIPTION—Overlap allows for transfer of key technical skills, and reduces loss productivity or function following transition.

STATUS—Implementation steps to be developed, such as identifying required resources like rate.

NEXT STEPS—Evaluate the relevance of a six month timeframe, which is arbitrary. The goal should be to effectively transition staff through encouraging formal and informal overlapping of responsibilities for a sufficient time and as resources allow.

Other activities and training

9. Identify low-cost alternatives for water quality model training

DESCRIPTION—Developing an in-house capability to create, calibrate, modify, and employ water quality models is an important goal to develop staff and increase efficiency. DEAR's overall strategy to develop modeling expertise consists of the following elements:

- Limit the number of water quality models employed;
- Use water quality models that are widely supported and available in the public domain;



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- Coordinate modeling and training resources with the water management districts;
- Bring experts to Tallahassee to train multiple staff; and
- Include water quality model training components in technical support contracts.

STATUS—DEAR staff coordinated a week-long training session on the Hydrological Simulation Program – Fortran (HSPF) model, a freely-available public domain model developed and supported by the U.S. Environmental Protection Agency. The department provided training space in Tallahassee, and two St. Johns River Water Management District (SJRWMD) staff (Tim Cera and Tom Jobes) taught the training session. Nine members of DEAR's TMDL and BMAP programs and nine staff from the Northwest Florida, Suwannee River, and South Florida Water Management Districts attended the training from April 3-7, 2017.

The coordinated, cost-share training approach saved the state approximately \$60,000, compared to paying registration fees and sending individual staff to comparable training sessions via out-of-state travel. (Individualized training would have cost on the order of \$3500 per person.) In addition to saving resources, having 18 staff directly learning through using computers to do exercises during the training session is far superior to sending one staff to a week-long training and having that person attempt to train others.

DEAR staff also attended training from April 17-19, 2017 as part of a contract with Soil & Water Engineering Technology (SWET). The contractors provided a total of 20 hours of training related to the application of the Watershed Assessment Model (WAM) in the three sub-watersheds south of Lake Okeechobee to 12 staff from the department and another 3 staff from the Department of Agriculture and Consumer Services. The training provided an overview of the WAM, the data inputs, the calibration and verification for the southern sub-watersheds, and the development of a load estimation tool. At the training, staff learned how to set up WAM from scratch and how to run alternative scenarios using WAM.

NEXT STEPS—Continue to incorporate training sessions into the division's technical support contracts, especially in areas like the Lake Jesup watershed where TMDL and BMAP staff are both involved in coordinated model development. Continue to identify other opportunities to save training costs by bringing an expert to Tallahassee to train multiple staff, such as the Water Quality Analysis Simulation Program (WASP) workshop the division requested to be included in its FY 2017-18 approved training plan.



DEAR Staff Development Plan for FY 2016-17
Attachment A—Approved Training Plan for FY 2016-17



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Attachment B—Supervisory and Leadership Training Attendees and Plan

From Supervisor to Leader: Road Map to Success (or equivalent supervisory skills workshop) attendance:

Trained prior to joining DEAR	Greg DeAngelo Peter Kaus	Jennifer Walters
November 2014	Nia Wellendorf	
July 2015	Ansel Bubel Sara Davis Chambray Dowdell	Kathryn Holland (*) Jessica Mostyn Jackie Savage
October 2015	Kristina Bridger (*) Anna Lomasney	Kalina Warren
November 2015	Xueqing Gao (*) Mohammad Ghaffari Moira Homann	Daisys Matthews (*) Liz Miller Ken Weaver
February 2016	Natalie Ayala Jeremy Parrish	
March 2016	Corey Anderson Kirby Wolfe	
March 2017	Matt Bearden Alicia Hogue	Mike King Jordan Skaggs
April 2017 (scheduled)	Michael Eckles Pam Flores Denise Miller Andrew Morris	Erin Rasnake Lisa Schwenning John Watts Colin Wright
Identified for future training	Woo-Jun Kang Celeste Lyon Janis Morrow Anita Nash	Kevin O'Donnell Kyeongsik Rhew Katrina Scheie David Tyler

(*) No longer working for DEAR.

Dale Carnegie Management Training workshop attendance:

- Kevin Coyne (2015)
- Cheryl Swanson (2016)
- Kalina Warren (2017)
- Julie Espy (identified for future training)



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Attachment C—Other Training Opportunities

The following table represents other training needs identified by staff and managers. The department's human resources and information technologies teams have procured vendors for many of the requested items. The trainings identified as part of the "enterprise-wide training plan" are available upon request. Staff and managers are free to contact the division office to coordinate attendance at a training session or arrange for the contracted vendor to provide a customized course. For trainings not included in the enterprise-wide plan, the division office may be able to assist in coordination and financing.

Name of Event	Enterprise-wide Training?	Vendor	Description	Cost per Participant
True Colors	Yes	Dr. Sarah (Tippy) Amick	Improving communications through identifying communication types. (Fee per participant based on number per class. \$900 for 1/2 day training up to 30 participants.)	\$30
Effective Business Writing	Yes	Dr. Deborah Coxwell-Teague	Customized class based on DEP examples and job aids. Overview of basic grammar and specifics on effectively communicating with the target audience. (Fee per participant based on number per class. \$400 per class plus travel at state rate where required.)	\$20
Excel I, II, and III	Yes	Computer Tutors	Training in person in Tallahassee or online. One day each.	\$-
Word I, II, and III	Yes	Computer Tutors	Training in person in Tallahassee or online. One day each.	\$-
PowerPoint I and II	Yes	Computer Tutors	Training in person in Tallahassee or online. One day each.	\$-
SharePoint	Yes	Computer Tutors	Training in person in Tallahassee or online. One day each.	\$-
Access I, II, and III	Yes	Computer Tutors	Training in person in Tallahassee or online. One day each.	\$-
Windows 10 Training	Yes	Computer Tutors	Training in person in Tallahassee or online. One day each.	\$-
Supervisors Boot Camp - Tallahassee	Yes	FSU-Florida Institute of Government	Supervisor to Leader: Road Map to Success. Solid basic to intermediate training for new supervisors and seasoned supervisors who need a refresher.	\$325
Supervisors Boot Camp - District Locations	Yes	FSU-Florida Institute of Government	Supervisor to Leader: Road Map to Success. Solid basic to intermediate training for new supervisors and seasoned supervisors who need a refresher.	\$345



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Attachment C—Other Training Opportunities

Name of Event	Enterprise-wide Training?	Vendor	Description	Cost per Participant
RPI for Managers	Yes	Shelly Yaun	Explains the use of RPI to assess and development an improvement plan. Discusses how to use the final plan to manage and sustain an improved process.	\$125
RPI Facilitator Training	Yes	Shelly Yaun	Training on Rapid Process improvement for speed mapping a process and developing a plan to improvement. Recommendation from directors required.	\$750
Creating Story Maps with ArcGIS	No	ESRI or in-house	Instructor led.	
Basic GIS Training	No	ESRI or in-house	Topics including mapping and visualization, 3D GIS, and spatial analysis.	
Programming ArcGIS with Python	No	GeoSpatialTraining.com	Intermediate, self-paced study available anytime.	
BOD Probe Training	No	YSI	Vendor training on use of YSI sensors and instruments.	
ERAQC webinars	No	ERA	Whole effluent toxicity training - multiple aspects.	
Wellness Training	No	In-house	?	
Statistics Training	No	In-house or online	Overview of statistics, including use of JMP and/or other statistical software packages.	
Freshen Your Intellect Courses	No	City of Tallahassee	These training courses provided by the City of Tallahassee address problem solving, decision making, managing conflict, technical writing, and communicating effectively. These skills are necessary to communicate and collaborate with the public.	
Meeting Facilitation	No	NOAA or equivalent	Overview of meeting facilitation, including how to handle disruptive attendees.	