Results of Management Team (Admin Services) SWOT Analysis

Strengths

- Advanced technology (relative to other government agencies)
- Dedicated staff want to do good work and to be helpful
- We are a leader in public health QI
- Data analysis—epidemiology staff (no other resource like that in the county)
- Committed to developing new business systems
- Leadership support and value administrative services; they communicate in a two-way manner re: expectations and listen to admin staff
- Agency-wide transparency and commitment that starts with OOD
- Desire and acceptance/commitment to staff development and training
- Commitment to embracing change (OOD and MT)

Weaknesses

- Understaffed; need to be “right staffed”
- Need better understanding of job competencies and KSAs (e.g., classifications vs. job descriptions)
- A little too process-focused (at an agency level, e.g., xMT); when is “good” enough vs. being perfect
- Tracking budget variances
- Don’t do enough process review (TGB-governance) at a micro level
- Still need to move more to change; we hang on to “this is the way we always have done it”
- Don’t take advantage of external resources; we recreate the wheel
- Still need to build partnerships between programs and admin (Sterling, time cards)
- Still need more systems improvements (time card, billing); may be training or lack of accountability issue
- Overly critical of ourselves
- Expectations/demands from OOD sometimes competing/overcommitting
- Succession planning
- Staff awareness and knowledge of (and compliance w/) policies

Opportunities

- Legislative actions (public records)
- Partnerships (OCA-hospitals, HR-Pierce Co for health insurance, other opps for admin services to outsource and grow)
• Collective bargaining agreement—next one is a three-year contract; could gain some structural improvements
• Economic downturn—helped us hire and retain high quality, diverse workforce
• Obtain more executive mentoring/leadership opportunities
• Health care reform—$ for public health infrastructure
• PH accreditation—helps us focus on improving processes, admin functions and structure
• Accelerated automation and QI (process improvement opportunities)
• Opportunities to train staff/incubate programs and spin off to community

Threats

• Budget cuts
• Legislative actions (public records, budget)
• PDRs
• Unplanned emergencies (b/c we’re lean-staffed)
• Building/HVAC
• Lack of employee KSAs
• As economy improves, will make it more difficult attracting and retaining high quality, diverse staff
• Lack of resources (time) for mentoring
• PHAB requirements for constant documentation and oversight—will put a stress on already burdened staff
• Retirements/aging workforce