

WORKFORCE DEVELOPMENT PLAN

WORK PLAN

January 2017

Updated 5/22/17

**Key Steps in the Work Force Development (WFD) Plan Process**

While there is no standard approach to drafting an agency WFD plan, there are some key steps in the process. The steps are numbered below for ease, but may occur concurrently or iteratively. While communication is not specifically listed below, it is a critical consideration throughout the entire process. Additionally, there may be steps that require leadership review and approval (e.g., organizational competencies, needs assessment, and the WFD plan). This must be considered as part of the overall process and timeline. The following lists key steps:

* Step I: Identify Workforce Development Team
* Step II: Identification of workforce competency gaps and establishment of

personnel competencies

* Step III: Develop and conduct workforce needs assessment
* Step IV: Review assessment results
* Step V: Write the plan

**Key Steps conducted after the completion of the Workforce Development Plan by the leadership and staff of Sonoma County:**

* Step VI: Implement and monitor the plan
* Step VII: Evaluate and update the plan

Step I. Identify Workforce Development Team

To begin our work together, we will meet via teleconference with the internal WFD Team to understand and further clarify key project steps. We will discuss the development of a detailed draft work plan and timeline that includes future meetings, roles and responsibilities, and next steps for our work. In addition, we will share a Public Health Accreditation Board (PHAB) measure 8.2.1 management spreadsheet that will demonstrate how the requirements of this measure is being met. At this meeting, we will complete/discuss the following objectives:

* Introductions of the WFD Team and the Consultant Team
* Discussion around building on the expertise of the WFD Team, learning more about the team members’ roles and strengths and where we can best support your efforts
* Team Charter
* Staff and consultant role agreements
  + **Identify a Lead**: Identify a staff member to lead the initiative. While completing the work associated with writing the plan is not the sole responsibility of a single individual, the lead is responsible for managing the writing process overall. The lead should have a basic understanding of PHAB Standards and Measures, particularly domain 8. In many agencies, lead responsibilities for WFD efforts fall within the human resources department.
  + **Garner Leadership Support**: Find a leader within the agency who will champion WFD efforts. The plan’s success, and more importantly, its implementation, is dependent upon the support of agency leadership and supervisors or managers.
  + **Create a WFD Team:** Assemble a team of 6-8 individuals to help write the plan. Team members should represent the agency across all divisions and programs. Identify focus areas and engage key participants. Identify infrastructure needs and resources to implement a WFD plan. Champion the effort across the organization.
  + **Consultant:** On-site facilitation and remote support at each stage of the Workforce Development Planning and Implementation. Guidance connecting workforce development efforts to agency strategic objectives and performance management systems and tools.
* Share WFD plan activities (Power Point)
* Work plan and calendar development
* Discuss the steps outlined below for Branding/messaging of the project to leadership and staff
  + Keep leadership and staff informed of WFD efforts: communicate clearly, concisely, and often.
  + Describe how WFD efforts support the agency’s mission and strategic initiatives, the 10 Essential Public Health Services, and PHAB accreditation.
  + Look for support from national and state professional associations. They may be able to share justifications, experiences, or recommend champions from peer organizations to assist in the case for WFD efforts.
  + Encourage staff to talk with supervisors before and after learning opportunities to ensure that knowledge acquired is both applicable and applied, making the return on investment more obvious.
  + Pilot test WFD initiatives on a small scale and report successes back to leadership to garner support for system-wide implementation.
  + Use quantitative measures for justification whenever possible.
  + Evaluate efforts to provide WFD data that can make a case for continued WFD support.
  + Plan how to keep WFD efforts “alive” during times of leadership transition.
* Conduct an Environmental Scan/Gap Analysis
  + Define the agency’s current state related to WFD efforts and future desired state, and identify the key steps that will take the agency from one to the other. This analysis also helps reveal existing WFD initiatives that may be occurring, as well as resources that are present in pockets within the organization that could be successfully leveraged across the agency (employee orientation, employee handbook, performance evaluation guidelines, existing training requirements and tracking systems).
* Gather feedback on current and anticipated challenges associated with creating a WFD plan
* Discuss agency ownership of the process and the products

Our follow-up work will include implementing a work plan that details the next steps in the process as well as agreed-upon staff and consultant roles for those steps. At all phases of the project, we will communicate progress on project outcomes.

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| December – January 2017 | | | | | |
| Done | Due Date | Deliverable Item | Consultant Team Responsibility | Sonoma County Responsibility | Submit to |
| x | 12/21/16 | Contract approved |  | n/a | n/a |
| x | 12/21/16 | Work plan initial sample draft and proposed timeline for steps in the WFD plan process | Consultant Team |  | Jen Lewis |
| x | 1/4/17 | Project start and check in call w/Jen | Consultant Team |  | n/a |
| x | 1/4/17 | Provide example team charters from other public health department WFD Teams via email | Consultant Team |  | WFD Team |
| x | 1/9/17 | Send out WFD Team kickoff invitation |  | Jen Lewis | WFD Team |
| x | 1/9/17 | Arrange logistics, including: Meeting space for 3 hours, conference line |  | Jen Lewis | n/a |
| x | 1/13/17 | Identify WFD team lead and team members:  Executive Sponsor: Rod Stroud, Assistance Director of Health Services  Project Lead: Jen Lewis, Special Projects Director  Team Members: Innovation Team in PH, one or two reps. from each division (Behavioral Health, Public Health, Health Policy, Planning & Evaluation, and Administration), HR representative, Epi Manager |  | Jen Lewis | n/a |
| x | 1/13/17 sent 1/5/17 | Send email for introductions and availability of call of WFD and Strategic Plan Consultants to coordinate work |  | Jen Lewis | WFD Consultants and Strategic Plan Consultants |
| x | 1/13/17 sent 1/5/17 | Draft agenda WFD Team kickoff call (Jan. 23, 2017 – 3 hrs.) | Consultant Team |  | Jen Lewis and WFD Team for review |
| x | 1/18/17 | Response to agenda draft |  | Jen Lewis and WFD Team | Consultant Team |
| x | 1/18/17 | Track WFD Team meeting RSVPs/ follow-up who have not responded to invitation |  | Jen Lewis | n/a |
|  | 1/19/17 | Final PHAB measure 8.2.1 tracking sheet template project management | Consultant Team |  | Jen Lewis to distribute to WFD Team in preparation of call and for records |
| x | 1/19/17 | Final WFD Team kick off agenda and handouts | Consultant Team |  | Jen Lewis to distribute to WFD Team in preparation of call and for records |
| x | 1/20/17 | Printing of hard copies of agenda and handouts |  | WFD Team | n/a |
| x | 1/20/17 | Revise Work Plan sample draft and proposed timeline for steps in the WFD plan process based on WFD team feedback | Consultant Team |  | Jen Lewis and WFD Team |
| x | 1/23/17 | WFD Team/Consultant team kickoff conference call | Consultant Team AND | WFD Team | n/a |
|  | 1/23/17 | Team has adopted team charter |  | WFD Team | Consultant Team |
|  | 1/23/17 | Gathering of additional Workforce Environmental Scan documents: history, state and county governance, policies, labor structure, programmatic and budgeting considerations, employee performance |  | WFD Team | Consultant Team |
| x | 1/25/17 | WFD Team kick off meeting notes | Consultant Team |  | WFD Team |
|  | 1/25/17 | Identification of WFD plan key desirable components and preferred report format structures |  | WFD Team | Consultant Team |
| x | 1/25/17 | Completed Work Plan draft with specific timelines to be filled in for later phases | Consultant Team |  | WFD Team |
|  | 1/31/17 | Call between WFD and Strategic Plan Consultants to coordinate work |  | Jen Lewis | WFD Consultants and Strategic Plan Consultants |

Step II. Identification of Workforce Competency Gaps

And Establishment of Personnel Competencies

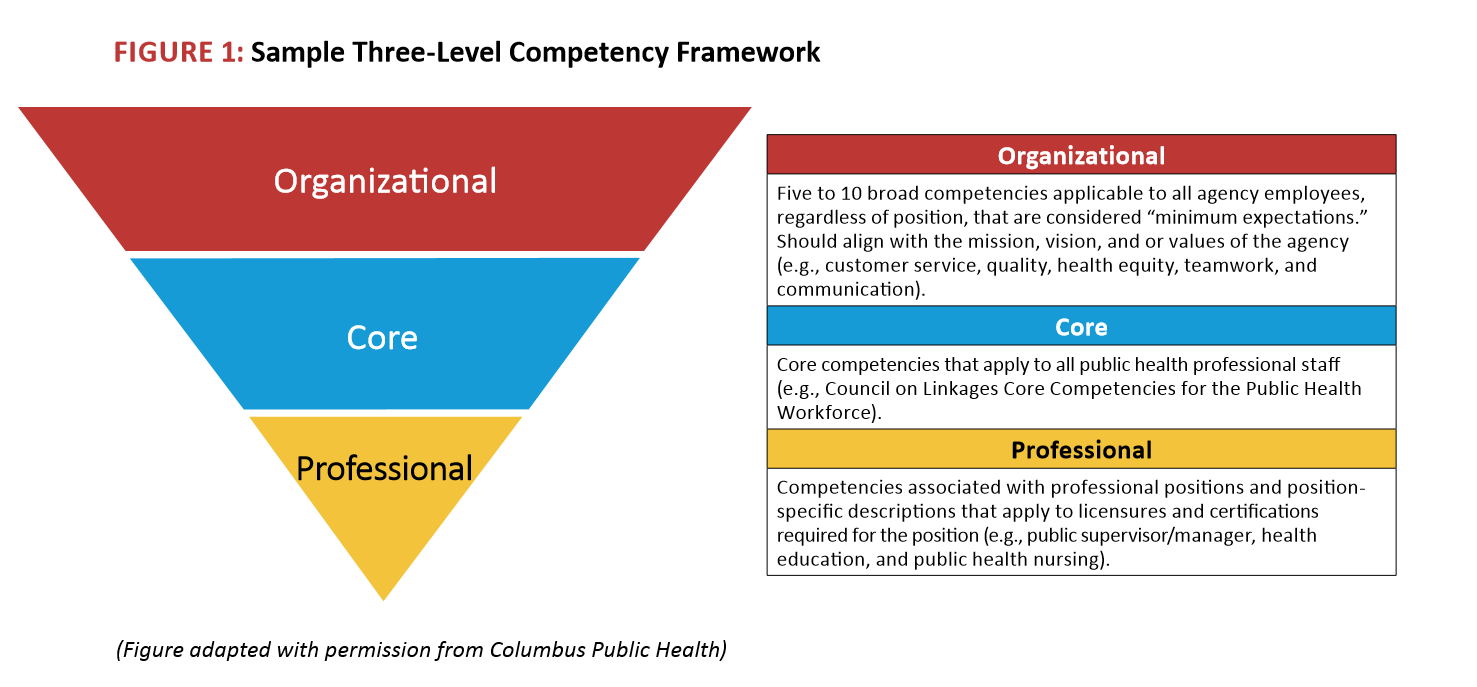
This project step will commence with preparatory emails with the WFD Team followed by a 90 minute WFD Team conference call meeting. We will begin with an orientation of established organizational competencies. The agency should agree upon a definition of competency at the beginning of the project to ensure everyone is grounded in the same understanding of the term. The state of Washington’s health agency defines competencies as “the measurable or observable knowledge, skills, abilities, and behaviors (KSABs) critical to successful job performance,” and shares that choosing the right competencies allows employers to:

* Plan how they will organize and develop their workforce
* Determine which job classes best fit their business needs
* Recruit and select the best employees
* Manage and train employees effectively
* Develop staff to fill future vacancies

If no competencies are established, we will identify and adopt a set (or sets) of competencies that will guide WFD efforts. These competencies will be incorporated into employee job descriptions, provide the basis for training needs assessments, be linked to training offerings, and be addressed as part of the employee annual performance review process. This is a critical stage, as assembling strong workforce competencies to assess current staff competencies against is the cornerstone to workforce development activities.

The Consulting team will continue by leading discussions concerning:

* A review of the nationally adopted core competencies “Core Competencies for Public Health Professionals” from the Council on Linkages (COL) Between Academia and Public Health Practice.
  + The COL Core Competencies for Public Health Professionals is frequently cited as the national set of foundational core competencies for public health practice. Thus, they have been used as the competency framework in some public health agencies. However, the COL competencies do not address discipline-specific competencies, including nursing, environmental health, dentistry, preparedness, and consequently, other public health agencies have established their own competency frameworks. Columbus Public Health in Ohio, incorporates organizational, core, and discipline-specific competencies.



* State developed or specialty focused sets of competencies:
  + Nursing
  + Public Health Preparedness
  + Informatics
  + Environmental Health
  + Health Equity

Follow-up work will consist of compiling all necessary meeting documentation in accordance with the PHAB standards. The Core Competencies recommendations will also need to be distributed to appropriate approving authorities which will be incorporated into the final WFD Plan.

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| February – March - April 2017 | | | | | |
| Done | Due Date | Deliverable Item | Consultant Team Responsibility | Sonoma County Responsibility | Submit to |
| x | 2/3/17 | WFD Team Core Competency draft agenda (February 27, 2017- 90 minutes) | Consultant Team |  | WFD Team to review |
|  | 2/6/17 | Communicate with staff about work being done by WFD Team |  | WFD Team | Agency staff |
| x | 2/8/17 | Gather existing competencies information in agency | Consultant Team | Jen Lewis | WFD Team |
|  | 2/8/17 | Agree on recommended definitions of competencies |  | WFD Team | Consultant Team |
| x | 2/13/17 | Arrange logistics, including: Meeting space for 90-minute call, conference line |  | Jen Lewis | n/a |
| x | 2/13/17 | Send out WFD Team Core Competency invitation |  | Jen Lewis | WFD Team |
| x | 2/22/17 | Response to WFD Team Core Competency draft agenda |  | WFD Team to review | Consultant Team |
|  | 2/22/17 | Track WFD Team meeting RSVPs/ follow-up who have not responded to invitation |  | Jen Lewis | n/a |
| x | 2/23/17 | Final WFD Team Core Competency agenda and handouts | Consultant Team |  | WFD Team |
| x | 2/24/17 | Printing of hard copies of agenda and handouts (via distribution email from consultants) |  | WFD Team | n/a |
| x | 2/27/17 | Conduct 90 minute WebEx with WFD Team (February 27, 2017 – 90 minutes) | Consultant Team | WFD Team | n/a |
| x | 3/2/17 | Meeting minutes and scanned sign-in sheets | Consultant Team |  | WFD Team |
| x | 3/20/17 | Updated Work Plan as needed | Consultant Team |  | WFD Team |
| x | 4/14/17 | Communication with staff regarding WDP work, including managers and supervisors meeting |  | WFD Team Reps | WFD Team |
|  | 4/17/17 | Assessment of best practices in Public Health and Behavioral Health competencies |  | WFD Team Reps | WFD Team |
| x | 4/21/17 | Matrix of core competencies for DHS |  | WFD Team Reps | WFD Team |
| x | 4/21/17 | Define core competencies for DHS |  | WFD Team Reps | WFD Team |
| x | 4/21/17 | Division’s proposal for competencies |  | WFD Team Reps. | Jen and Susan |
| x | 4/24/17 | Provide recommendations of Core Competencies to leadership for adoption |  | WFD Team | Leadership |
| x | 4/25/17 | Competencies approved by Leadership |  | Dept. Leadership | WFD Team |

Step III. Develop and Conduct Workforce Needs Assessment

This project step will commence with preparatory emails with the WFD Team followed by a 90 minute WFD Team conference call meeting.

In 2014, ASTHO and NACCHO conducted an environmental scan of needs assessment practices in public health agencies, primary care offices, and corporate businesses. Below are factors to consider:

* Assessment methods are important
* Aim for high response rates
* Pilot test your assessment
* Gauge input from all staff levels
* Collect quantitative data
* Assess gaps between the established workforce and new workforce
* Evaluate workforce supply and demand
* Measure impact of the Affordable Care Act
* Evaluate communication barriers
* Evaluate workforce capacity
* Assess competency

For agencies conducting a formal, competency-based training needs assessment for the first time, consider beginning with an assessment of all staff using a set of broad organizational-level competencies or core public health competencies. This approach will yield a high-level, composite a summary of organizational training needs across the agency. Discipline-specific assessments can follow. Consider identifying and addressing individual employee training needs through the employee performance review process.

Don’t forget that training needs can also be identified outside of formal needs assessment processes. To make the assessment complete, agencies may consider additional sources of information, including:

* Mandated training requirements (e.g., Incident Command System)
* Local public health system assessment results (e.g., leadership or management skills)
* Community health improvement plan initiatives (e.g., policy, systems, and environmental change)
* Findings any gaps identified through after-action reports (e.g., procedures for fixed nuclear facilities)
* New technology implemented within the agency (e.g., electronic medical records)
* Accreditation-related requirements (e.g., cultural competency or quality improvement)
* New policies and procedures enacted (e.g., employee review process)
* Emerging infectious diseases identified (e.g., Ebola)
* New local, state or federal legislation passed (e.g., Affordable Care Act)

To gather input from Sonoma County Department of Health Services staff, we will conduct an assessment using the on-line survey tool called Survey Monkey of staff competencies against the adopted core competencies and training needs during a three-week period. The assessment will be used to identify gaps in knowledge, skills, and abilities among staff. The training needs assessment will be based on the organization’s adopted competency set(s), and major gaps will be addressed through the WFD plan’s training and curriculum schedule. The assessment will not only include organizational and core competencies, but also discipline-specific competencies to identify needs relative to employees’ specific positions or roles.

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| March-June 2017 | | | | | | | | | |
| Done | Due Date | | Deliverable Item | | Consultant Team Responsibility | | Sonoma County Responsibility | Submit to | |
| x | 3/10/17 | | Draft agenda for WFD team assessment call meeting (March 20, 2017 – 90 minutes) | | Consultant Team | |  | Jen Lewis and WFD Team for review | |
| x | 3/22/17 | | WFD Team assessment meeting notes | | Consultant Team | |  | WFD Team | |
| x | ongoing | | Communicate with staff about work being done by WFD Team | |  | | WFD Team | Agency staff | |
| x | 5/1/17 | | Provide example assessment questions from other public health agencies via email | | Consultant Team | |  | WFD Team | |
| x | 5/24/17 | | Review assessment questions for inclusion of final assessment tool | |  | | WFD Team | Consultant Team | |
| x | 5/24/17 | | Final WFD team assessment | | Consultant Team | |  | Jen Lewis to distribute to WFD Team | |
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|  | 5/22/17 | | Submit the final assessment questions for approval | |  | | WFD Team | Leadership | |
|  | 5/24/17 | | Identify pilot testers for survey | |  | | WFD Team |  | |
|  | 5/29/17 | | Pilot the assessment (week of 5-29 9) | |  | | WFD Team | Pilot participants | |
|  | 5/31/17 | | Review pilot results and adjust Survey Monkey assessment as necessary | | Consultant Team | | WFD Team | n/a | |
|  | 6/5/17 | | Deploy assessment agency-wide (6/5) 3 weeks | |  | | WFD Team | Agency staff | |
|  | 6/2617 | | Send weekly email reminders to assessment participants for completion | |  | | WFD Team | Agency staff | |
|  | 6/26-6/30/17 | Compile assessment results | | Consultant Team | | WFD Team | | | n/a | |
|  | 6/30/17 | Update PHAB Excel spreadsheet tracker as needed | | Consultant Team | |  | | | WFD Team | |
|  | 6/30/17 | Update work plan draft as needed | | Consultant Team | |  | | | WFD Team | |

Follow-up work will include completing necessary WFD Team meeting documentation according to PHAB standards and consultation to staff who will be tracking assessment responses and additional email notifications. We will begin preparation for the visioning process of assessing the survey results based on input received from staff. In addition, we will begin preliminary plans with the WFD Team regarding how to communicate the assessment results to leadership and staff.

Step IV. Review Assessment Results

This project step will commence with preparatory emails with the WFD Team followed by a one-day in-person workshop.

We will begin with an orientation of the assessment results to identify gaps in training and competency requirements. After discussing the results and participating in a consensus building activity, the group will settle on a set of priority areas. Examples of other public health department priority areas in workforce development include but are not limited to:

* Professional Competencies
* Leadership Development
* Public Health New Employee Orientation
* High Quality Accessible Training
* Training Plan
* Management/Supervisor Trainings
* Interns
* Employee Evaluation/Performance Management

The process for developing a gap analysis and strategies to address gaps based on competencies and education requirements will follow. The WFD Team will identify strategies to address gaps in capacity and capabilities, create performance measures to track progress, identify barriers/inhibitors to the achievement of closing gaps or addressing future needs in capacity and capabilities and strategies to address those barriers/inhibitors. The WFD Team will move to creating training schedules and topics to be addressed in the training curricula to address gaps on staff competencies.

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| July 2017 | | | | | |
| Done | Due Date | Deliverable Item | Consultant Team Responsibility | Sonoma County Responsibility | Submit to |
|  | 7/7/17 | Draft agenda for July 21, 2017 in-person WFD Team meeting | Consultant Team |  | Jen Lewis |
|  | 7/7/17 | Arrange logistics, including: meeting space for July 21, 2017 in-person meeting |  | Jen Lewis | n/a |
|  | 7/14/17 | Send out WFD Team assessment results meeting invitation |  | Jen Lewis | WFD Team |
|  | 7/14/17 | Prepare assessment results in presentation and report format | Consultant Team |  | WFD Team |
|  | 7/21/17 | Track WFD Team meeting RSVPs/follow-up who have not responded to invitation |  | Jen Lewis | n/a |
|  | 7/21/17 | Develop tools for selecting and prioritizing priority areas | Consultant Team |  | WFD Team |
|  | 7/21/17 | Develop tools for gap analysis based on competencies and education requirements | Consultant Team |  | WFD Team |
|  | 7/21/17 | Final WFD Team Assessment results agenda and handouts | Consultant Team |  | WFD Team |
|  | 7/20/17 | Printing of hard copies of agenda and handouts (via distribution email from consultants) |  | WFD Team | n/a |
|  | 7/21/17 | Conduct 1 day in-person meeting (May 31, 2017) with WFD Team to:   * Share strategies used by other public health agencies showing promising practices * Develop force field analysis identifying barriers/inhibitors * Collect mandatory training requirements for agency staff (Training topic, who and frequency) * Develop agency and workforce profile | Consultant Team |  | WFD Team |
|  | 7/26/17 | Meeting minutes and scanned sign-in sheets | Consultant Team |  | WFD Team |
|  | 7/26/17 | Update PHAB Excel spreadsheet tracker as needed | Consultant Team |  | WFD Team |
|  | 7/26/17 | Update work plan as needed | Consultant Team |  | WFD Team |

Follow-up work will consist of compiling all necessary meeting documentation in accordance with the PHAB standards. The Priority Areas, Strategies to address gaps recommendations will also need to be distributed to appropriate approving authorities which will be incorporated into the final WFD Plan.

Step V. Write the Plan

This project step will be occurring throughout the life of the project. We will create a WFD Plan that includes, but is not limited to:

* A summary of the gap analysis of the assessment of current staff competencies against adopted core competencies
* The current collective capacity and capability of the agency workforce and its divisions
* Strategies to address gaps in capacity and capabilities
* Consider areas to be responsive to the changing environment of areas where the technology advances quickly such as information management and (digital) communication science, emergency preparedness training, health equity, and cultural competence
* An assessment of current staff competencies against adopted core competencies
* Training schedules and a description of the material or topics to be addressed in the training curricula to address gaps in staff competencies
* A description of barriers/inhibitors to the achievement of closing gaps or addressing future needs in capacity and capabilities and strategies to address those barriers/inhibitors

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| January – July 2017 | | | | | |
| Done | Due Date | Deliverable Item | Consultant Team Responsibility | Sonoma County Responsibility | Submit to |
|  | 2/10/17 | Provide project update draft for NACCHO deliverable | Consultant Team | Jen Lewis | NACCHO |
|  | 8/4/17 | Submit health department’s draft plan #1 | Consultant Team |  | WFD Team |
|  | 8/11/17 | Review and provide feedback to health department’s draft plan #1 |  | WFD Team | Consultant Team |
|  | 8/18/17 | Submit health department’s draft plan #2 | Consultant Team |  | WFD Team |
|  | 8/25/17 | Provide project update draft for NACCHO deliverable | Consultant Team | Jen Lewis | NACCHO |
|  | 8/11/17 | Create a draft reporting schedule (informed by prioritization of gaps and available resources) and process for sharing results of the first year implemented strategies in the WFD Plan | Consultant Team |  | WFD Team |
|  | 8/25/17 | Review and provide feedback to health department’s draft plan #2 |  | WFD Team | Consultant Team |
|  | 8/18/17 | Develop a draft action plan template for teams to use in implementing/reporting on progress identified in the WFD Plan | Consultant Team |  | WFD Team |
|  | 8/25/17 | Review and provide feedback to draft reporting schedule and to the draft action plan template |  | WFD Team | Consultant Team |
|  | 8/31/17 | Submit final health department’s WFD Plan | Consultant Team |  | WFD Team |
|  | 8/31/17 | Communicate the final plan to agency staff |  | WFD Team | Agency staff |

Steps VI and VII are conducted by Sonoma County leadership and staff to execute and evaluate the new Workforce Development Plan. Follow-up work will consist of compiling all necessary meeting documentation in accordance with the PHAB standards. During the review process, the draft WFD plan will also need to be distributed to appropriate approving authorities.

Step VI. Implement and Monitor the Plan

This step in the project is a critical step to ensure the plan is used to make change. It will commence with a one-hour conference call to orient staff in the use of the draft reporting schedule and action plan template.

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|  | | July - August 2017 | | | |
| Done | Due Date | | Deliverable Item | Sonoma County Responsibility | Submit to |
|  | 7/7/17 | | Identify agency training/professional development needed to support implementation | WFD Team | n/a |
|  | 7/12/17 | | Review and provide feedback to draft report schedule | WFD Team | Consultant Team |
|  | 7/21/17 | | Review and provide feedback to draft an action plan template | WFD Team | Consultant Team |
|  | 8/31/17 | | Communicate the final plan to agency staff | WFD Team | Agency staff |
|  | 8/31/17 | | Communicate successes | WFD Team | Agency staff |
|  | 8/31/17 | | Update PHAB Excel spreadsheet tracker as needed | WFD Team | WFD Team |

Step VII. Evaluate and Update the Plan

Evaluation and revision of the workforce plan will occur simultaneously, not consecutively, with Step VI: Implement and Monitor the Workforce Plan. The Evaluation step calls for the health department to:

1. Review the workforce plan objectives, performance measures, and timeline

2. Assess what is working and what is not, both in the plan and in the planning process (this is an ongoing process)

3. Adjust as needed

4. Address new workforce and organizational issues as they arise. If it sounds like a continuous loop, it is. This process will help the health department to keep its eye on the horizon and its hand on the wheel at the same time

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| August 2017 to August 2018 | | | | |
| Done | Due Date | Deliverable Item | Sonoma County Responsibility | Submit to |
|  | 8/31/2017 – 8/31/2018 | Celebrate accomplishments | WFD Team Agency staff | n/a |
|  | 8/31/2017 – 8/31/2018 | Use opportunities to improve | WFD Team | n/a |
|  | 8/2018 | Evaluate the impact of your training efforts | WFD Team | n/a |
|  | 8/2018 | Review the plan annually and update as necessary | WFD Team | n/a |