Strategy A1.1: Recruit and hire new public health staff.

This memo summarizes the analysis of 994 milestone activities that PHIG recipients categorized as 'Recruit and hire new public health staff'

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CDC's Public Health Infrastructure Grant (PHIG) aims to strengthen the public health workforce and infrastructure across the nation. The PHIG recipients comprise health departments from all 50 states, 26 counties, 23 cities, and 8 US territories/freely associated states. The **107 workplans** they submitted for Year 1 included **6,469 milestone activities** for two of the three PHIG strategies: A1) Workforce and A2) Foundational Capabilities.

Overall Milestone Analysis Progress

| 4% | 15% | |

■ Other/None
■ Recruit and Hire
■ Total

Data Insights: Workforce Needs & Diversity

❖ To diversify the workforce, 44% of PHIG recipients plan on building a **pipeline of future public health professionals**. This involves outreach with young people (earlier in their education) and internship opportunities to train the next generation of workers (from community colleges & minority-serving institutions). The goals of such a pipeline include a diverse talent pool and steady flow of potential job candidates in public health.

❖ In addition to internship opportunities to increase diversity, 63% of PHIG recipients plan to **streamline the hiring process** by assessing:
  - workforce needs
  - job descriptions and incentives for hard-to-fill positions
  - the application process
  - onboarding and training needs
  - performance management

Possible topics of focus for Training & Technical Assistance (TTA)

❖ Analysis of PHIG recipients' plans to build a hiring pipeline and streamline the hiring process indicates a **need for training and technical assistance** in the areas of **employee recruitment, hiring, and retention**. Possible topics of focus for TTA include:
  - Strategies and best practices for promotion/advertisement of job postings
  - Strategies and best practices for hiring and onboarding including bias training

| 90% | 96% | 100% | 88% |
| 50 States | 26 Counties | 23 Cities | 8 Territories |

The majority of the workplans, across all geographic levels, described milestones related to recruiting and hiring. (See the charts above for the proportion of workplans, by geographical level.) These **994 milestones** make up 15% of the 6,469 total milestone activities.

Table. Categories of positions to be filled

Position	Count
Organizational Competencies*	
Financial Management	58
Leadership & Governance	38
Administrative Positions	37
Human Resources	37
Information Technology	36
Grant Staff & Contract Manager	18
Accountability & Performance Management*	15
Foundational Areas	
Communicable & Disease Control	44
Environmental Public Health	34
Chronic Disease & Injury Prevention	6
Maternal, Child & Family Health	3
Internships, Training & Onboarding	
Internship Support Staff, Trainers	43
Student, Youth and Trainee Positions	34
Assessment & Surveillance*	58
Healthcare Providers & Population Health Management	25
Community Partnership Development*	24
Communications*	19
Equity*	17
Policy Development & Legal Services*	9
Emergency Planning & Public Health Preparedness*	6

Note: *Foundational Capability. Some positions were coded under multiple categories, so the total positions will not equal the sum of milestones.

Partnerships were critical to advertising job postings and establishing a school-to-work pipeline. These partners include:

Minority-Serving [academic] Institutions (MSIs)

Community-Based Organizations (CBOs)

Staffing Agencies

other Public Health Departments (PHDs)

To fill these positions with a diverse workforce, PHIG recipients will build and maintain a **pipeline** of future public health professionals. The tasks related to this endeavor include:

Create the Funding
"Establish **funding** within the department budget" "..to **pay interns**" and "...to **attract first-generation college students, students from under-resourced and/or marginalized communities**, and students who have had little exposure to career opportunities in public health."

Cultivate Partnerships
"Cultivate **partnerships** in community-based and academic settings to **expand the pipeline. Community-based and academic partners** include local universities, community colleges, historically Black Colleges and universities, the County Office of Education, and the Department of Public Health."

Promote to Potential Talent
"Launch a general **awareness and recruiting campaign** for high school graduates, current college students pursuing degree programs in public health adjacent fields (e.g., engineering, nursing, social work), job seekers, and mid-career professionals encouraging them to **pursue training and work in the public health field**."

Invest in Experiential Learning
"**Streamline public health workforce pipelines** including paid **summer learning** opportunities, **fellowship placements**, undergraduate and graduate student **internships** and research opportunities, **apprenticeship programs** and a public health interest pathway for high school students."

Recruit Trainees
"Work with and **recruit** from the Public Health AmeriCorps program, Preventive Medicine Residencies, and other programs **that provide a pathway into public health as a career** [in addition to recruiting interns, apprentices, and fellows]."

Most Relevant Codes & Quotes from PHIG milestones to summarize Strategy A1.1: Recruit and hire new public health staff.

Code	Operational Definition	Example Activities
School-to-work pipeline (n=152)	Forming partnerships and other activities to establish and maintain a diverse talent pool and steady flow of potential job candidates in public health	• Engaging students at universities, HBCUs, community colleges, high schools to promote careers in public health or recruit interns • Funding internship opportunities • Developing experiential learning programs (e.g., paid summer learning opportunities, fellowship placements, undergraduate and graduate student internships and research opportunities, apprenticeship programs)
Tasks in the hiring process (n= 286)	Activities that PHIG recipients plan to streamline in the process of employing new staff	• Reviewing, revising, approving, or posting any job descriptions, specifications, requisition requests • Reviewing, screening, or interviewing job applicants • Making offers to candidates • Procuring supplies and onboarding new hires • Renewing contracts
Hiring incentives (n=47)	Compensation, benefits, and options PHIG recipients may use to recruit candidates for hard-to-fill positions	• Competitive compensation, pay scales • Loyalty or sign-on bonuses • Moving expenses • Remote or telework opportunities • Tracks for advancement, promotion, or leadership opportunities • Continuing education opportunities • Loan repayment, tuition assistance or reimbursement • Wellness programs

Example Milestones

"Develop a plan for **employment recruitment**, including working with program managers to identify needs; **updating job descriptions** for vacant positions outlined in the grant budget and referencing value statements that reflect **health equity…** "

"Offer a **range of hiring incentives** to attract new talent, including **hiring** or other bonuses, assistance with navigating student loan repayment programs, moving expenses, remote work, and telework."

"**Identify and cultivate partnerships** in community-based and academic settings to **expand the [workforce] pipeline**. Community-based and academic partners include local universities, community colleges, historically Black colleges and universities, the [County] Office of Education, and the [State] Department of Public Health."

PHNCI & PHAB's operational definitions for each Foundational Capability informed the team's codebook, but we inductively sorted activities from the data that may not align with the CDC's example milestones for each Activity Focus.

For more information about this grant:

https://www.cdc.gov/infrastructure/phig/index.html

Questions?

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