

ASTHO Technical Package for Enhancing Governmental Public Health Workforce Well-Being and Retention

Desired Outcome	Potential Indicators	Governmental Public Health Actions	Supports
Effective and Skilled Managers	<ul style="list-style-type: none"> ▪ % positive perceptions about supervisor ▪ % of supervisory staff trained through various skill-based curricula ▪ % of employees trained ▪ % of employees that feel physically and psychologically safe ▪ Training evaluation data on usefulness 	<ul style="list-style-type: none"> ▪ Implement skills-based management training for agency supervisors at all levels ▪ Train all levels of health agency leadership and management in trauma-informed leadership and communication skills (e.g. safety, trustworthiness and transparency, and cultural, historical, and gender issues). ▪ Provide supervisory supports, such as coaching and peer groups ▪ Model supervisory skills and trauma-informed leadership in communications, policies, practices, and systems ▪ Obtain trauma-informed leadership certification ▪ Train supervisors how to talk about mental health in a non-stigmatizing manner ▪ Incorporate successful application of trauma-informed approach and other leadership skills into performance evaluations for supervisors 	<ul style="list-style-type: none"> ▪ Public Health Workforce Interests and Needs Survey (PH WINS) ▪ PH-HERO Workforce Resource Center ASTHO ▪ ASTHO-delivered or -facilitated leadership learning opportunities and Learn.ASTHO.org ▪ Regional Public Health Training Centers ▪ SAMHSA’s National Center for Trauma Informed Care (NCTIC) ▪ CDC TRAIN
Positive Workplace Culture and Connection	<ul style="list-style-type: none"> ▪ Employee-reported satisfaction with workplace culture ▪ Employee engagement ratings related to employee's perceived appreciation, inclusion, and belonging within the agency ▪ Updated employee recognition programs ▪ Agency strategic plans include strategies to address workforce well-being 	<ul style="list-style-type: none"> ▪ Establish practices to encourage employee feedback on work conditions ▪ Establish employee recognition practices with guidance and supports to managers ▪ Build workforce well-being and effective connection into the agency’s priorities and strategic plans ▪ Use the vetted promising practices, recommendations, and resources to address burnout, moral injury, and well-being at organizational and managerial levels ▪ Engage employees in planning and implementing workforce well-being initiatives. ▪ Communicate and model expectations around work boundaries and utilization of paid time off and other benefits ▪ Prioritize an ongoing commitment to fostering meaningful connection within teams and across the organization, adapting efforts to employees’ preferences 	<ul style="list-style-type: none"> ▪ PH WINS ▪ PH-HERO Workforce Resource Center ASTHO

<p>Supported and Fairly-Compensated Workforce</p>	<ul style="list-style-type: none"> ▪ Improvement in agency retention rates ▪ Benefits and pay satisfaction data ▪ Number of employees taking advantage of student loan repayment or tuition assistance programs ▪ Expanded EAP offerings ▪ Number of employees taking advantage of flexible workplace options ▪ Number of updated policies ▪ Number of employee resource groups 	<ul style="list-style-type: none"> ▪ Review classification, compensation and pay guidelines and update when possible to offer fair and equitable compensation ▪ Fully utilize available discretionary pay and monetary reward mechanisms ▪ Promote existing agency benefits to current employees ▪ Implement student loan repayment or tuition assistance programs ▪ Develop/expand and encourage staff to utilize Employee Assistance Programs (EAP) ▪ Provide flexibility to work where and when is best for employees within reason ▪ Establish programs to support employees' success such as employee-centric onboarding, mentorship/coaching programs, and employee councils ▪ Create policies that enable employees to take time off with workload coverage 	<ul style="list-style-type: none"> ▪ PH WINS ▪ Compensation surveys and reports ▪ Society for Human Resource Management ▪ Technology-based process and productivity platforms ▪ Model flexible workplace policies
<p>Adequate Staffing to Advance Workforce Priorities and Effectively Manage Workloads</p>	<ul style="list-style-type: none"> ▪ Agency vacant position rates ▪ Time to hire ▪ % of staff indicating work overload/burnout as the most important reason contributing to a decision to leave the agency 	<ul style="list-style-type: none"> ▪ Adequately staff agency's workforce section to allow ongoing improvement efforts ▪ Organize senior workforce position to report directly to executive agency leadership ▪ Establish regular meeting cadence between senior agency leadership and agency workforce team to identify roadblocks and opportunities ▪ Review and improve recruiting and hiring processes to minimize time positions are vacant ▪ Engage in succession planning for critical positions ▪ Align agency diversity, equity, inclusion, and accessibility efforts with internal workforce culture improvement efforts ▪ Develop budgets, communication plans, and response plans for crisis management 	<ul style="list-style-type: none"> ▪ PH WINS ▪ Publichealthcareers.org ▪ Partnerships with academic institutions ▪ Sample job descriptions and interview question banks ▪ Succession planning tools ▪ Health Equity Policy Toolkit