

Overview

Effective workforce development planning requires data to tailor strategies toward meeting health departments' current and anticipated needs. Aligned with the 10 Essential Public Health Services framework and the Foundational Public Health Service framework's organizational competencies, as well as PHAB's Standards & Measures for Pathways, Initial Accreditation, and Reaccreditation within Domain 8 (specifically, Measure 8.2.1 A, "Develop a workforce development plan that assesses workforce capacity and includes strategies for improvement."), this tipsheet supports workforce development planning for both novices and established programs. Workforce development planning aligns with the [10 Essential Public Health Services framework](#) to "build a diverse and skilled workforce," [the Foundational Public Health Service framework's](#) organizational competencies, as well as [PHAB's Standards & Measures for Pathways, Initial Accreditation, and Reaccreditation](#) within Domain 8 (specifically, Measure 8.2.1 A, "development of a workforce development plan that assesses workforce capacity and include strategies for improvement").

While PHAB does not prescribe specific workforce development tools, this document offers guidance to facilitate intentional planning efforts, including recruitment and retention resources. The Workforce Development Planning Tool Matrix outlines tools and resources to build a strong and qualified public health workforce equipped with equity-focused competencies and capabilities for core public health operations. The Workforce Development Planning Scenarios also highlight potential strategies and resources to address common workforce development planning needs.

Workforce Development Planning Tool Matrix

My health department wants to...	Potential resources and tools:
Benchmark the total number of staff or Full-Time Equivalent (FTE) employees to similarly sized health departments.	<ul style="list-style-type: none"> • NACCHO Profile • Public Health Workforce Interest and Needs Survey (PH WINS)
Assess staffing capacity related to the Foundational Capabilities.	<ul style="list-style-type: none"> • PHAB Capacity and Cost Assessment • PHAB Workforce Calculator • PHAB Readiness Assessment • PHAB Standards & Measures for Pathways, Initial Accreditation, and Reaccreditation • Public Health Workforce Interest and Needs Survey (PH WINS) • Health Department's Uniform Chart of Accounts • Staffing Up: Determining Public Health Workforce Levels Needed to Serve the Nation

<p>Develop a recruitment plan to assess current vacancies and modify positions based on identified needs and gaps related to Foundational Capabilities.</p>	<ul style="list-style-type: none"> • PHAB Capacity and Cost Assessment • PHAB Workforce Calculator • PHAB Readiness Assessment • PHAB Standards & Measures for Pathways, Initial Accreditation, and Reaccreditation • Region V PHTC Public Health Model Job Descriptions Project
<p>Understand baseline competencies of staff based on a national framework.</p>	<ul style="list-style-type: none"> • Council on Linkages Between Academia and Public Health Practice, Core Competencies for Public Health Professionals Assessment • Public Health Workforce Interest and Needs Survey (PH WINS)
<p>Develop a list of learning opportunities or training schedules, based on core competencies.</p>	<ul style="list-style-type: none"> • Council on Linkages Between Academia and Public Health Practice, Core Competencies for Public Health Professionals Assessment • Public Health Foundation’s TRAIN Learning Network
<p>Assess staff competency and training needs related to health equity skills.</p>	<ul style="list-style-type: none"> • National Center for Cultural Competence Cultural and Linguistic Competency Policy (CLCPA) Assessment • Culturally and Linguistically Appropriate Services (CLAS) Assessment • Health Equity at Work: Skills Assessment of Public Health Survey • Attributes of a Health Literate Organization Assessment • Equity-focused questions from the Public Health Workforce Interest and Needs Survey (PH WINS) or Council on Linkages Between Academia and Public Health Practice, Core Competencies for Public Health Professionals Assessment <p>Health equity-related training resources:</p> <ul style="list-style-type: none"> • Racial Equity Institute • Prevention Institute’s Health Equity Training Series • NACCHO’s Roots of Health Inequity Training • Robert Wood Johnson Foundation’s Health Equity: Why it Matters, and How to Take Action • Public Health Learning Network (PHLN) • Public Health Foundation’s TRAIN Learning Network
<p>Design or enhance strategies to support employee wellness and develop a retention plan.</p>	<ul style="list-style-type: none"> • Public Health Workforce Interest and Needs Survey (PH WINS) • Staffing Up: Determining Public Health Workforce Levels Needed to Serve the Nation • ASTHO’s PH-HERO Program

Workforce Development Planning Scenarios

Scenario 1

In recent years, Acme County Health Department has faced significant turnover (e.g., staff lost to attrition and during the COVID-19 pandemic). The health department is looking for ways to fill current vacancies, but rather than filling current positions, it wants to reassess staffing needs across the department to inform the next steps.

Strategies & Tools

- The health department uses PHAB's Workforce Calculator to estimate the number of FTEs needed to support the Foundational Capabilities.
- The health department engages with the de Beaumont Foundation to conduct the [Public Health Workforce Interest and Needs Survey \(PH WINS\)](#) to understand workforce engagement and morale, as well as training needs among current staff, with results benchmarked against national, state, and local findings.

Scenario 2

Gotham City Health Department wants to know what foundational or crosscutting knowledge and skills staff currently possess to develop a learning agenda or training plan and use the results to recruit new staff based on gaps in competencies among staff.

Strategies & Tools

- The department conducts the Council on Linkages Between Academia and Public Health Practice, [Core Competencies for Public Health Professionals Assessment](#) to assess skill areas across eight domains and among three tiers of staff. The department identifies gaps in competencies related to management and finance skills. Based on these data, the department implements Finance 101 and Public Health Leadership courses, using the [Public Health Foundation's TRAIN Learning Network](#) and catalogue of courses that are sortable by core competency.

Scenario 3

Goode City Health Department is preparing for Initial Accreditation and plans to develop a workforce development plan that includes a description of the current capacity of the department and an organization-wide assessment of current staff capabilities against core competencies.

Strategies & Tools

- The department looks to the findings of the latest community health assessment and identifies that there is no internal capacity to conduct data analyses; the department always contracts out data collection and analysis as part of the CHA process.
- The department conducts the Council on Linkages Between Academia and Public Health Practice, [Core Competencies for Public Health Professionals Assessment](#) to assess skill areas across eight domains and among three tiers of staff. The department identifies gaps in competencies related to data analytics and assessment skills.
- The department utilizes the results to update its learning opportunities to focus on data analytic and assessment skills, accessing the [Public Health Foundation's TRAIN Learning Network](#).

Scenario 4

Stork City Health Department is preparing for Initial Accreditation and developing a workforce development plan that includes a description of the current capacity of the department and an organization-wide assessment of current staff capabilities against core competencies.

Strategies & Tools

- The department conducts the Council on Linkages Between Academia and Public Health Practice, [Core Competencies for Public Health Professionals Assessment](#) to assess skill areas across eight domains and among three tiers of staff. The department identifies gaps in competencies related to management and finance skills. Based on these data, the department implements Finance 101 and Public Health Leadership courses, identified using the **Public Health Foundation's [TRAIN Learning Network](#)**.

Scenario 5

Elephant County Health Department is updating its Workforce Development Plan as part of Reaccreditation planning. The department has a wealth of historical data collected assessing core competencies, employee satisfaction, and capacity.

Strategies & Tools

- The department conducts the Council on Linkages Between Academia and Public Health Practice, [Core Competencies for Public Health Professionals Assessment](#), and analyzes data for historical trends. The department compares results to prior Workforce Development Plan strategies implemented. The department bases its new Workforce Development Plan strategies and training curricula on data findings from the assessment and the effectiveness of prior efforts. It also offers to evaluate the plan's efficacy and modify future strategies to assess skill areas across eight domains and among three tiers of staff. The department identifies gaps in competencies related to management and finance skills. Based on these data, the department implements Finance 101 and Public Health Leadership courses, identified using the **Public Health Foundation's [TRAIN Learning Network](#)**.

Scenario 6

Sunshine State Health Department wants to conduct a statewide assessment of the current capacity and competencies of across the entire governmental public health system.

Strategies & Tools

- The department engages with PHAB to conduct a statewide [Readiness Assessment](#) process and examines results reported by health department region, size, and number of staff to identify gaps in competencies for each of the foundational capability measures.
- The department engages with PHAB to conduct a statewide capacity and costing assessment to understand total resource allocations and resource gaps; the department compares results from the statewide [capacity and costing assessment](#) to the Readiness Assessment results to determine the return on investment and resources necessary to address gaps in its ability to perform the foundational capabilities.