Workforce Evaluation: Assessing the Effectiveness of PHIG Workforce Strategies: Recruitment, Hiring, Retention, Workforce Development Processes, and Staff Training

Purpose

Examine the extent to which PHIG workforce strategies selected and implemented by recipients (1) affect the recruitment, hiring, and retention of their public health workforce (including data modernization staff), and (2) affect their workforce development processes and staff competencies (including skills that support foundational capabilities). This sub-evaluation will explore and document the (A) implementation and scope of these strategies, (B) which strategies most effectively lead to intended outcomes, (C) contextual factors such as government policy which may affect those outcomes, and (D) likelihood of sustainability, adaptability, and/or replicability.

Potential Evaluation Questions

These questions represent compiled interests of PHIG evaluation users that have been discussed to date as relevant to this topic. **In an evaluation plan summary matrix (described in the RFP), applicants must select, modify, and/or develop evaluation questions (should include themes from each of the below categories A-D) and include potential evaluation approaches for each question.** Selected subcontractors will work in collaboration with the NET and the EAG to finalize evaluation questions and areas of exploration as part of Phase I.

Evaluation Questions of Interest

A. **Planning and Implementation**

- Which strategies/activities have PHIG recipients developed and implemented to (1) recruit, hire, and retain their public health and data modernization staff, and to (2) improve their workforce development processes and staff competencies (including skills that support foundational capabilities)? What is the scope of these strategies/activities? What information and which partnerships did recipients use to select and design the strategy/activity?

- What challenges (contextual or other) are recipients experiencing before and during the implementation of their strategy/activities?

- What strategies do and do not appear to be working and are most or least likely to demonstrate outcomes?

B. **Outcomes**

- To what extent did strategies address the challenges (contextual or other) identified prior to and during implementation?

- Which strategies are most and least effective for improving recruitment success rates, employee turnover, and employee satisfaction? Which strategies are most and least effective for improving workforce development processes? Which strategies are most and least effective for improving staff competencies (including skills that support foundational capabilities)?

- Which positions/FTEs were hired with PHIG workforce and PHIG data modernization funding, and how many positions have been maintained because of the strategy implemented? What efficiencies, innovations, or improvements did PHIG-required positions (e.g., Workforce Director) bring to their health department? Are there efficiencies in where positions are located within organizations' structure (e.g. in a certain unit, department, or team)?

- To what extent were any new workforce policies successfully developed and implemented?

- What strategies have demonstrated effectiveness that can be adapted or replicated?

C. **Context**

- Differences related to recipient characteristics: How do varying governance types, agency structures, regions, rurality, organizational sizes, and organizational policies among recipients affect outcomes? What differences exist in terms of strategies, successes, and challenges between recipients who are states, locals, and territories and freely associated states?

- Community engagement: What do these strategies and activities mean for how health departments engage with communities? To what extent was diversity and equity prioritized in the hiring process? Have differences in the diversity of public health staff had an impact on community relationships?

- Effect on foundational capabilities: What do these workforce strategies/activities mean for the strength of health departments' foundational capabilities?

- Equity: How do recipients define equity within this topic/domain? Are they seeking to advance equity? If so, how? If not, why not? To what extent did the recipient's strategy to recruit, hire, and retain public health staff incorporate principles of DEIA/equity? Has the diversity of the public health workforce changed? Have staff competencies within equity changed? What equitable practices have been successful?

D. **Sustainability**

- What policies, actions, or supports did recipients implement to sustain their public health and data modernization workforce? Can effective strategies be sustained, replicated, or adapted in different contexts? What do recipients need to sustain their workforce if PHIG funding ends?

Use of Findings

Findings from this sub-evaluation can help describe PHIG-funded strategies and activities that are resulting in (1) improved recruitment, hiring, and retention of the public health and data modernization workforce, and (2) improved workforce development processes and staff competencies. Findings will also provide an improved understanding of the various challenges that recipients are experiencing as they build and manage their workforce and workforce development process. Audiences will benefit from learning about effective strategies and activities that should be considered for replication. The insights gained from this sub-evaluation can be used to establish a knowledge base for strategy readiness, adoption, and sustainability and provide information for future funding decisions and policymaking.

PHIG PARTNERS
Public Health Infrastructure Grant

National Network
of Public Health Institutes

FUNDING ANNOUNCEMENT
REQUEST FOR PROPOSAL