



Public Health Improvement Partnership

Employee Recruitment and Retention Plan

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SITUATIONAL ANALYSIS

As reported in "Qualitative Investigation: Recently Hired Public Health Employees" by The Gilmore Research Group

Currently, attracting qualified applicants into some public health positions has been challenging for a number of reasons. These include competition with private sector jobs and rural locations of many Washington state local health jurisdictions. The Washington State Department of Health contracted with Gilmore Research Group to conduct in-depth interviews with recently hired public health employees. Gilmore investigated the perceptions of individuals regarding public health in general and what factors attracted them to the job they are currently in. This report is based on these key findings.

Key findings from the Gilmore Research report included the following:

- While many recently hired public health employees learned about public health careers in school, quite a few were unaware of the career option.
- Those who learned about public health careers in school gave mixed reviews about their programs.
- Approximately half of those interviewed had not been specifically seeking a job in public health and somehow happened to find or apply for the job.
- Intangible aspects were listed as to why public health jobs were attractive such as making a difference, making a contribution, working in an area they were passionate about, and working in a proactive and preventative sector.
 - Other reasons for choosing a public health career include good benefits, working collaboratively, and potential flex hours.
- The largest barrier to discourage people from applying to public health jobs was an undesirable location, making it unlikely that the applicant's spouse or significant other could also find employment.
- Those people who were seeking a new job because they were unhappy with their prior position cited the following reasons for their unhappiness:
 - Communication issues
 - Unhappiness with supervisors
 - Feeling underappreciated
 - Poor pay
 - Poor benefits
 - Burnout
- The Internet was the most widely used tool for job searches.

The research concluded that it will be important to have a larger presence on college campuses and greater visibility among the general public. Enhancing the image of public health can be achieved by illustrating the many contributions it makes to the community. The Internet should be used as a tool to post and promote public health jobs. Large job sites are often places job seekers go to browse available jobs, even if they are not necessarily looking to work in public health. Expanding the overall awareness of public health jobs will be important to attract talent and grow the public health workforce statewide.

GOALS

The Public Health Improvement Partnership (PHIP) employee recruitment and retention plan is designed to support the public health statewide workforce through the promotion of careers in public health.

The goals of the plan focus on promoting careers in public health, helping LHJs with local recruiting tools and educating career influencers such as career counselors and professors.

Goal #1. Increase awareness of and interest in, careers in public health in Washington State.

Strategies:

- Statewide tactics, like PSAs
- Education of public health agencies
- A centralized public health job website
- Training tools

Goal #2. Expand local health jurisdictions' capacity to recruit talent.

Strategies:

- LHJ toolkit
- Resources such as the website

Goal #3. Leverage partnerships to educate career influencers and expand knowledge of public health careers among students and job seekers.

Strategies:

- Partnerships with schools and organizations
- Job fair and educational opportunities
- Speaking opportunities

AUDIENCES

The audiences that the plan will target include:

- Job seekers
- Individuals who are currently employed but are looking for a career or position change
- Influencers on job seekers
- Educators
- School counselors
- LHJ staff

It will be important to reach out to each of these key audiences, in addition to raising awareness among the general public about public health jobs. Tactics are designed to reach these audiences and achieve the desired behavior.

Audience		Desired Outcome/Behavior
Students	<ul style="list-style-type: none"> • College students and recent graduates • Graduate students • Community college students • Training program students 	<ul style="list-style-type: none"> • Raise awareness of careers in public health • Know resources for searching for public health jobs • Inquire about public health careers/job opportunities • Apply for public health jobs • Perceive public health as a career field option
Individuals looking for a career change	<ul style="list-style-type: none"> • Individuals seeking a job change • Individuals looking to re-enter the workforce • Non-traditional students 	<ul style="list-style-type: none"> • Raise awareness of public health jobs • Know resources for searching for public health jobs • Inquire about public health jobs • Apply for public health jobs • Perceive public health as a career field option
Influencers on job seekers	<ul style="list-style-type: none"> • Professors in related programs • Educators • Career center staff • High school and university counselors 	<ul style="list-style-type: none"> • Be educated on public health jobs and where to find them • Talk to job seekers about public health jobs • Raise awareness among individuals who may be interested in a career in public health • Educate others about careers in public health
Public health agencies	<ul style="list-style-type: none"> • LHJ staff • State staff 	<ul style="list-style-type: none"> • Be ambassadors for careers in public health • Be able to speak in depth about public health jobs • Be able to direct inquiries to the appropriate resources
General public		<ul style="list-style-type: none"> • Increase overall awareness of careers in public health

MESSAGING

The public health workforce research showed that about half the participants were seeking jobs in public health, while the other half were just looking for jobs and happened upon a job in the public health sector. To educate job seekers about the benefits of working in public health, effective messages about careers will focus on the **attributes of working in public health** job candidates find most compelling combined with the **existing public health identity platform** in Washington that educates people about what public health does.

The identity theme is:

“Always working for a safer and healthier Washington.”

This theme is supported by three key ideas:

- *Essential programs for improving health*
- *Information that works*
- *Protecting you and your family every day*

In the research conducted with newly hired public health employees, participants discussed the positive attributes and characteristics that attracted them to their current job. The key messages in this document reflect these ideas and tie them to the existing public health identity platform and the concepts and words that participants in that original research valued about public health and the essential services it provides.

These messages should be conveyed in all communication to prospective employees. It is important to remember that these three areas are the overarching ideas, and that key messages can and should be used in job descriptions, when communicating with prospective PH employees and in other recruitment materials to best articulate them.

This messaging document contains:

- Message themes
- Key messages
- Word descriptors and phrases

Overarching Messages

Think of your overarching messages as the three main ideas to include whenever communicating about a career in public health. The following are the three elements (based off the key informant research) which need to be incorporated into all outreach when recruiting individuals to a position in public health:

- Live your passion at work
- The power to make a difference
- Quality of life on the job

Key Messages

The Public Health recruitment key messages are designed to help articulate these three main ideas in a concise, accurate way. They represent the ideas we want to convey across various audiences and “prove” each theme. As individuals are recruited for jobs from multiple channels and sources, their content should be created using key messages. All communication coming from the local and state public health agencies should contain a series of key messages for consistency. So whether an individual sees an ad online, attends a career fair or reads an article in the newspaper, they are hearing consistent messages.

Consistency and repetition are key concepts to reinforce the Public Health recruitment messages. The key messages below are organized under each overarching message. Following the key messages are words or phrases that could be used to communicate the idea.

Live your passion at work

- Work on an issue or in an area you are passionate about.
- A career in public health allows you to shape programs and work to create a healthier community.
- Help shape the future of public health in our community.
- Public health is a field geared toward serving others.
- Public health professionals are leaders who meet the diverse challenges in protecting the public's health today and in the future.
- Public health is a rewarding field, offering great personal fulfillment by working towards improving people's health and well being.
- Public health leaders are advocates for improved population and community-based health locally, nationally and internationally.
- Washington State public health is a leader in the nation and implements cutting edge programs and practice.

Key word descriptors and phrases:

- Passionate
- Motivated
- Leader
- Advocate or Advocate for public health
- Healthier
- Safer
- Effective
- Results
- Responsible
- Healthy people
- Healthy communities
- Positive outcomes
- Results-driven
- Make a difference
- Working together
- Shape the future of public health

The power to make a difference

- Public health careers include working on the policy level to implement changes, working on the community level to educate citizens and working with individuals to help them take the best care of themselves.
- A career in public health allows you to make a difference in people's lives, and in the broader community.
- Public health work focuses on protecting the health of entire population versus individuals, and prevents outbreaks instead of diagnosing it.
- Public health professionals try to proactively prevent problems from happening or re-occurring through implementing educational programs, developing policies, administering services, and conducting research.
- Working in public health allows you to give back to your communities, and make a difference.
- A career in public health is rewarding. You can make a difference in people's lives everyday.

- Public health careers offer opportunities to work one-on-one with individuals and to serve the entire community at once.
- Help prevent disease and outbreaks working in public health.

Key word descriptors and phrases:

- Contribute
- Rewarding
- Difference
- Improving
- Enhancing
- Proactive
- Preventive
- Connected
- Give back to your community
- Community-minded
- Be a part of
- Make a difference
- Community-focused
- Work collaboratively and independently

Quality of life on the job

- Public health is a diverse and dynamic field with professionals coming from varying educational backgrounds and specialties.
- Public health is a wide-ranging field encompassing medicine, nursing and dentistry, in addition to law, education and the biological, social and behavioral sciences.
- There are a variety of job opportunities and education in public health.
- Public health careers allow you to work individually and collaboratively as a team.
- Careers in public health offer good benefits and pay, as well as flexible schedules and hours.
- Advanced training, education, and skills development are offered in many public health careers.
- Public health careers are offered in both rural and urban communities.
- Public health is known to have positive workplace environments and diverse team members that enhance and improve the programs and services delivered.
- Employee satisfaction is critical in the public health field. Management and supervisors support and motivate both new and longstanding employees.

Key word descriptors and phrases:

- Good benefits
- Advancement
- Opportunity
- Diverse
- Dynamic
- Advancement opportunities
- Growth
- Flexibility or Flex hours
- Weekday hours
- Work/life balance
- Rural and urban

Tactics At-a-Glance

The following tactics can be pursued in 2008 to help accomplish the goals of this plan. Below is a list of the tactics “at a glance.” All tactics are described in detail in the section starting on page 10. The tactics in the at-a-glance table below are listed in order of recommended priority. The local health jurisdiction tactics will be a higher priority than the statewide public health workforce tactics.

Our recommendation is to implement practical, cost-effective tactics first that will build a foundation for subsequent activities. Tactics such as partnership outreach and planning for speaking engagements can begin immediately (and on a low budget), while a tactics such as new media campaign or a video can be a future priority when more funds become available.

	Tactic Name	Description
Local Health Jurisdiction Tactics	Local Health Jurisdiction Tactics	The LHJ toolkit is the main tactic for county local health jurisdictions. All aspects of the toolkit are a priority, and should be built simultaneously to allow for a complete LHJ resource. Aspects of the toolkit include: <ul style="list-style-type: none"> • LHJ Toolkit (print and online ad templates, print job ads placement recommendations, online job ads placement recommendations, public health banner templates, exit survey, annual survey, and communication tools for county HR directors) • Employment career pages on LHJ site.
	Partnership outreach	Partner with well-known organizations/associations; reach out to them to discuss how to leverage the partnership.
Public Health Workforce	PowerPoint template and presentations	Develop PowerPoint presentations to deliver at speaking engagements, career fairs, etc.
	Speaking engagements	Look into specific events to speak at about careers in public health.
	Letter to high school and college career counselors	Initiate communication with local high school and college career counselors. Inform them about the workforce shortage and give them tools to share with students.
	Local college and university database	Compile database of key contacts at local colleges and universities.
	College/University partnership outreach	Communicate with local

Statewide Tactics

	colleges/universities to discuss potential partnerships and opportunities.
Career center kit	Create an information kit to distribute to area schools and local career centers.
Careers in public health website page	Create an informational page on the PHIP website with resources for job seekers.
Public health testimonials	Gather information from public health employees; use testimonials in collateral, web, and other materials.
PHIP workforce training tools	Provide training and education to public health agencies on PHIP tools, key messages, etc.
Public health video	Create a short informational video on careers in public health.
Statewide PSA multimedia campaign	Use various communication channels to educate the public about public health careers.
New media campaign	Utilize new media outlets to reach a younger audience and educate them about public health careers.

TACTICS: Public Health Workforce Statewide

Recruiting individuals to a career in public health is a new initiative that aims to decrease the shortage of public health workers and to educate prospective employees about career options. In order to raise general awareness about this initiative, DHC has come up with a variety of high leverage tactics which can be pursued in 2008 by the PHIP public health workforce and local health jurisdictions. The tactics below reach statewide public health audiences and benefit all statewide and local agencies.

Tactics are the range of activities that help raise awareness about careers in public health and provide tools for educators and individuals working in LHJs to recruit employees.

Tactic	Purpose	Recommendations	Timeline	Measurement
Statewide PSA multimedia campaign	A statewide multimedia campaign, utilizing TV, radio, website and print to educate the general public about careers in public health and drive traffic to website	<p>A compelling statewide media campaign is an excellent way to begin raising awareness about careers in Public Health.</p> <p>A multimedia campaign could be developed and include the following:</p> <ul style="list-style-type: none"> - :30 TV ads - :30 radio ads - Print ads for inclusion in special publications and widely-read newspaper publications - Billboards, etc. <p>The ad campaign should have a consistent theme and direct all interested individuals to the public health website. Partnerships with other public health agencies in other states could be investigated to see if quality material already exists, and if PHIP could utilize and tag it with the current brand and logo. Brand messaging will be woven throughout all collateral to motivate people to consider a career in public health. All of the campaign efforts could be featured on the public health website. Potentially, TV PSAs could be placed on YouTube to help further exposure.</p>	TBD; depending on funding	<ul style="list-style-type: none"> • Number of hits to the website • Number of phone calls • Number of job inquiries • Output measurement: number of impressions, reach and frequency
New Media campaign	In conjunction with the traditional media campaign, new media formats	New media, including blogs, vlogs, social networks, podcasts, etc. are additional ways to reach audiences with information about careers in health care. More and more people are engaging in new media and having a	Coinciding with traditional media buy; Summer/Fall 2008	<ul style="list-style-type: none"> • Number of clicks • Number of page views • Response from

Tactic	Purpose	Recommendations	Timeline	Measurement
	<p>are an excellent way to reach younger prospective employees.</p>	<p>presence online will help further reach prospective employees in an alternative format.</p> <p>A new media outreach plan could include:</p> <ul style="list-style-type: none"> - Vlogs: Video of individuals in health care performing their job and talking about their roles, benefits of being a public health employee, frequently asked questions, what they love about their job and more. Vlogs could be posted on the public health and local health jurisdiction websites. If the video is successful, it could be added to YouTube to generate additional views. Video can be professionally created and with tight direction be a low cost tactic. - Presence on a social networking site: Currently, myspace.com is the most popular social networking site, followed by Facebook. A page can be added and feature information on about careers in public health, and also allow people to ask questions about it. Individuals in public health or related careers can join as friends, and also share their stories. An account like this on a social networking site is free as long as you aren't selling a product. - Banner ads: Banner ads are a good way to attract people's attention. Banner ads featuring job opportunities can be designed and placed on key websites, which may include: <ul style="list-style-type: none"> - MySpace – can purchase individuals with accounts in Washington State - Health websites - Job-search sites - Popular local web sites 		<p>postings</p>
<p>Partnership outreach</p>	<p>Partnerships enable the Public Health Workforce to leverage</p>	<p>Building partnerships with well-known organizations and associations practicing or having a presence in Washington State health care is a great way to help achieve goals. Partnerships typically can be negotiated</p>	<p>- January: Research prospects and contacts</p>	<ul style="list-style-type: none"> • Value of partnership (monetary or by deliverable)

Tactic	Purpose	Recommendations	Timeline	Measurement
	relationships, look for promotional opportunities and create efficiencies.	<p>and supporting organizations can demonstrate their support in various ways, such as:</p> <ul style="list-style-type: none"> - Postage for sending out marketing materials - Funding for printing materials - Access to member database - Inclusion of contributed articles in newsletters - Other monetary contributions to support launch of the program - Speaking engagement/educational outreach opportunities <p>Partnerships with the following organizations should be researched to help implement marketing recommendations outlined in this plan.</p> <p>Organizations to include:</p> <ul style="list-style-type: none"> - Washington State Health Care Authority - Washington State Department of Health - Washington State Public Health Association - Washington Public Health Training Network - Washington Health Foundation - Washington State Board of Health - Washington Center for Nursing - Washington State Council of County & City Employees - Washington State Nursing Association - Washington State Environmental Health Association - Washington State Department of Ecology - Washington State Department of Natural Resources - State Board of Education - Office of Superintendent of Public Instruction - Washington State School Directors' Association - Washington School Counselor Association - Washington State Department of Personnel (DOP) - Northwest Human Resource Management Association (NHRMA) - 	<ul style="list-style-type: none"> - February: Send letter and phone call follow up 	<p>negotiated with organization)</p> <ul style="list-style-type: none"> • Number of partnerships reached • Number of partnerships investigated

Tactic	Purpose	Recommendations	Timeline	Measurement
		<ol style="list-style-type: none"> 1. Initially, the list should be carefully examined to determine if any key contacts are missing and to identify the highest leverage prospects. 2. Appropriate contacts for each location should then be identified. 3. A letter should be sent outlining proposed ideas of how PHIP can partner with them. Ideas can be included, or a specific request can be outlined. Fact sheets or any other informative materials that would be helpful for them should also be included. 4. Someone from PHIP should follow up over the phone shortly after sending the letter to discuss potential partnership opportunities. 5. Contacts should also be notified of the tools and resources available for their use on the PHIP web site. 		
Local college and university database	Compile a comprehensive database of all statewide colleges and universities that offer majors relevant to public health.	<p>Research all colleges and universities statewide that have majors relevant to public health careers. Prioritize these within each school, targeting top tier programs/majors. Identify department heads and key professors to contact about jobs. Create a database with their contact information. It will be important to also include key contacts at schools such as:</p> <ul style="list-style-type: none"> • Internship coordinators • Career centers • School newspaper contacts (student editor or faculty advisor) for potential advertising or coverage. <p>Colleges/Universities to include: For a full listing of nursing schools in Washington State, visit: http://www.allnursingschools.com/find/WA/ Other high leverage schools include</p> <ul style="list-style-type: none"> - Washington State University Area Health Education Center - Northwest Center of Public Health Practice (University of Washington) - Huxley College of the Environment (Western 	Build database in January/February. Notify schools of jobs on an ongoing basis.	<ul style="list-style-type: none"> • Number of students who apply for jobs • Number of job inquiries

Tactic	Purpose	Recommendations	Timeline	Measurement
		<p>Washington University)</p> <ul style="list-style-type: none"> - Eastern Washington University (Public Health Education and Promotion Program) <p>Other types of schools to include:</p> <ul style="list-style-type: none"> - Public universities - Private universities - Community colleges/Junior colleges - Nursing Schools - Vocational programs (i.e.: Apollo College) - High school trade or training programs <p>Build an email list of contacts and notify local schools via email when job openings become available so they can post the information online or internally share the message.</p>		
<p>College/ University partnership outreach</p>		<p>Using the college/university database, statewide colleges and universities offering public health or related educational programs should be approached for partnership opportunities.</p> <ol style="list-style-type: none"> 1. A letter should be sent outlining proposed ideas of how PHIP can partner with them. Ideas can be included, or a specific request can be outlined. Fact sheets or any other informative materials that would be helpful for them should also be included. 2. Someone from PHIP should follow up over the phone shortly after sending the letter to discuss potential partnership opportunities. <p>Contacts should also be notified of the tools and resources available for their use on the PHIP web site.</p> <p>Partnerships can include:</p> <ul style="list-style-type: none"> - Conducting regular speaking engagements to students in related programs - Job shadow opportunities - Internship recruitment 	<ul style="list-style-type: none"> - February: Research prospects and contacts - March: Send letter and phone call follow up 	<ul style="list-style-type: none"> • Value of partnership (monetary or by deliverable negotiated with organization) • Number of partnerships reached • Number of partnerships investigated

Tactic	Purpose	Recommendations	Timeline	Measurement
		<ul style="list-style-type: none"> - Sponsorship opportunities (career fairs and events that public health can support and have a presence) 		
Letter to high school and college career counselors	A letter informing counselors about careers in PH and tools that are available online	<p>Mail a letter to all career counselors in high schools and universities. The letter should emphasize:</p> <ul style="list-style-type: none"> - The PH workforce shortage - Characteristics of individuals who may be interested - A list of tools available online or by ordering - An invitation to conduct a presentation to students about careers in PH - Website/contact information <p>Counselor contact information can either be purchased or researched online.</p>	<ul style="list-style-type: none"> - Following the development of resources and toolkits 	<ul style="list-style-type: none"> • Number of letters mailed out • Number of inquires received • Number of web site hits
Speaking Engagements	Speaking engagements are an effective way to position PHIP as a leader and educate individuals about careers in public health.	<p>Speaking engagements at a variety of events and meetings are an excellent way to educate individuals about career opportunities in public health. Speaking engagements can be coordinated at:</p> <ul style="list-style-type: none"> - Career Fairs - Universities - Professional organizations for schools, counselors or health care groups - Middle and high schools - Public Health/Environmental Health/related areas of study during class <p>Speakers should incorporate a handout, PowerPoint or some leave behind for the audience.</p> <p>Opportunities to investigate and pursue include:</p> <ul style="list-style-type: none"> - <i>Central Washington University Health Career Fair:</i> Fall 2008 - <i>Partnership in Employment Career Fair:</i> Thursday, February 14, 2008; http://www.partnershipfair.com/. This career fair is a partnership between Gonzaga University, Eastern Washington University, Washington State University- 	Ongoing	<ul style="list-style-type: none"> • Number of speaking engagements • Number of materials distributed • Number of attendees

Tactic	Purpose	Recommendations	Timeline	Measurement
		<p>Spokane and Whitworth University.</p> <ul style="list-style-type: none"> - <i>Career Expo of the Palouse</i>: Fall 2008, hosted by Washington State University - <i>Health Programs Info Fair</i>: Fall 2008, hosted by Western Washington University - <i>Environmental Internship/Career Fair</i>, hosted by WWU's Huxley College of the Environment, February 14, 2008 - <i>Environmental Career Fair</i>, hosted by the University of Washington, January 30, 2008; http://depts.washington.edu/enviro/eofmain.htm - <i>Environmental Opportunities Fair</i>, hosted by the University of Washington, Fall 2008. - <i>Inland Northwest Career Fair</i>, hosted by the Spokesman-Review, Spring 2008 - <i>Washington Business Week</i>: Occurs at statewide colleges throughout the summer - <i>Area Health Education Centers</i>: Statewide colleges 		
PowerPoint template and presentations	<p>A PPT template can be used for multiple presentations and help reinforce the brand</p>	<p>A PowerPoint template can be designed and used at speaking engagements and other events to present information. The template should reflect the brand and be used in all presentations. The template can include a title slide and interior page.</p> <p>Following the development of the template, general presentations about various aspects of public health can be developed. Presentations can then be used at multiple functions and be tailored by subject or audience. The presentations should also be online for LHJs use. Presentations can include:</p> <ul style="list-style-type: none"> - About Public Health Workforce - Careers in Public Health <ul style="list-style-type: none"> 1. This presentation should be tailored for multiple audiences, including: <ul style="list-style-type: none"> a. school age children b. middle school youth c. high school youth 	<p>Immediately</p>	<p>Number of presentations given</p>

Tactic	Purpose	Recommendations	Timeline	Measurement
		<p>d. college/university students (traditional and second career)</p> <ul style="list-style-type: none"> - Public Health Workforce Shortage - Case Studies in Public Health - Typical Day on the Job - FAQ 		
Public Health Testimonials	<p>Testimonials from individuals working in public health and people who interact with public health workers will create a real snapshot of what a career in public health is like.</p>	<p>Create a simple questionnaire to mail to individuals working in public health. The questions should be around:</p> <ul style="list-style-type: none"> - Positive aspects of working in PH - Specific stories/ program outcomes - Personal stories - Other individuals affected by PH <p>All individuals working in PH should be included in the mailing. Lists containing the information can be purchased from a list company or researched online at individual LHJs and state level PH websites.</p> <p>A brief letter explaining what the information will be used for should be enclosed with the letter. The letter should be compelling in order to solicit the most response and should also include key messages. Individuals' stories who are used will be notified and a photo should be included to complement the testimonial.</p> <p>PH case studies can be incorporated into collateral to help illustrate career opportunities. Case studies can be included in:</p> <ul style="list-style-type: none"> - Informational brochures - Quotes used through out fact sheets - Web sites - PPT presentations - Speaking engagements 	<p>Letters mailed out in January; responses collected by the end of February; Responses compiled immediately</p>	<p>Number of case studies collected</p>
Career center kit	<p>An information kit containing fact sheets, a brochure,</p>	<p>A informational kit created at the state level about careers in public health can be developed and distributed to LHJs and educators and available to</p>	<p>Immediately</p>	<p>Number of toolkits developed and distributed</p>

Tactic	Purpose	Recommendations	Timeline	Measurement
	case studies and more can be distributed by LHJs to area schools and career centers.	download online. The tool kit would include information in multiple formats that can be distributed by LHJs at career fairs, in career counseling centers, during presentations, etc. The toolkit could include: - Brochure about careers in PH - FAQ - Public Health in Washington fact sheet - Case studies - Poster		
Careers in PH website page	A page containing links and resources for individuals looking for a career in PH and for people working in LHJs	A page can be added to the PHIP website as a resource for: - Individuals looking into a career for public health - LHJs and educators teaching PH The page could include: - About careers in PH - Open positions in PH - <i>About Public Health</i> video - Fact sheets and PPT presentations for LHJs and educators - PH testimonials and case studies - Photos of real people working in PH (illustrating what they do)	Build page in January 2008	<ul style="list-style-type: none"> • Number of hits • Number of downloads
Public Health video	Videos are an excellent tool that can be used in presentations.	A short video about <i>Careers in Public Health</i> can be created and used by educators and LHJs. The video can be shown at career fairs, in related fields of study, in career counseling centers at universities, during presentations and more. The video can include testimonials from the responses gathered from the letters sent to individuals working in public health along with basic information about working in PH. The video can be included on the careers in PH website page (as a QuickTime or .wav file), distributed to YouTube, and available for ordering.	<ul style="list-style-type: none"> - Responses from survey collected in February - Script written in February - Video shot in March - Video available for use in March/April 	<ul style="list-style-type: none"> • Number of hits • Number of downloads • Number of videos ordered and distributed • Number of presentations the video is shown at
PHIP workforce training tools	Following the development of tools, public health agencies need to be	Once statewide tools are developed, trainings could be offered at locations around the state or via WebEx. A ½ day presentation should be given to all members to educate them about:	Following the development of tools	n/a

Tactic	Purpose	Recommendations	Timeline	Measurement
	<p>educated about marketing efforts, key messages and tools available for their use.</p>	<ul style="list-style-type: none"> - Key messages and how to use them - Tools available for their use - What activities they will be doing to support the initiative <p>Venues to reach them with presentations (where they are already gathered):</p> <ul style="list-style-type: none"> - Department of Health leadership meetings - Washington State Association of Local Public Health Officials (WSALPHO) - Washington State Public Health Association (WSPHA) - Joint Conference 		

TACTICS: Local Health Jurisdictions

Below are tactics that can be implemented on the LHJ level. The LHJ toolkit concept will provide agencies with easy to use templates and tools. It is modeled after the public health communications template. The toolkit would be available online as well as in hard copy. Trainings will help agencies to realize the full value of the templates and tools included and could be held around the state or at naturally-occurring meetings.

Tactic	Purpose	Recommendations	Timeline	Measurement
LHJ Toolkit	Create a toolkit with templates and tools that LHJs can use in promoting PH careers.	The toolkit will include an ad template, print and online job ad placement recommendations, public health banner template, exit survey, annual survey, and communication tools to use with county HR directors. Each part of the toolkit italicized and explained in detail below.	Create toolkit in January/February; coordinate with DOH to begin trainings in the spring or summer.	Number of inquiries and applicants for PH jobs.
<i>Print and online ad template</i>	Create several job advertisement templates for different public health job categories.	Using key words and messages from the messaging section of the plan, create job ad templates for statewide public health jobs. Templates should be created for a variety of jobs and be kept concise and include compelling headlines and subheads. Part of the job description can be listed, driving applicants to the central public health career website for a full job description. LHJs will be given instruction on where to place these ads in order to gain the highest leverage.	Create template in January, begin using ads immediately in print and online job postings	Number of responses to job postings using new template
<i>Print job ads placement recommendations</i>	Create a concise list of all print outlets local LHJs should be sending job information to when a position is open.	Research print publications and generate a list of the highest leverage outlets to engage when a job opening is available. Work with ad representatives to determine where to advertise and what types of audiences the publication reaches. It will be important to target at least one publication in each area with a local health jurisdiction. Included in this list: <ul style="list-style-type: none"> - Local daily and weekly newspapers - Statewide and local healthcare newsletters - Statewide and local health care journals - College & University newsletters and newspapers - Local community partners (general listing to consider) For all publications, it will be important to research online versions and post jobs here as well. LHJs will also	In January, begin researching print outlets to place job postings. Once the highest leverage outlets are determined, begin posting jobs immediately.	<ul style="list-style-type: none"> • Number of responses to jobs posted in print outlets • Number of job inquiries • Output measurement: number of impressions, reach and frequency

Tactic	Purpose	Recommendations	Timeline	Measurement
<p><i>Online job ads placement recommendations</i></p>	<p>Create a concise list of all websites local LHJs should be sending job information to when a position is open.</p>	<p>be given instructions on general contact information, timeline, and other important considerations.</p> <p>Research online job sites and generate a list of the highest leverage outlets to post public health jobs. National sites to include are:</p> <ul style="list-style-type: none"> • Craigslist.com • Monster.com • Careerbuilder.com <p>Job sites focused on northwest or Washington-based jobs will also be important for job postings:</p> <ul style="list-style-type: none"> • Northwest Jobs (www.northwest.jobs.com) • Jobdango.com • Washington State Department of Personnel (www.dop.wa.gov) • Worksource Washington (https://fortress.wa.gov/esd/worksource/Employment.aspx) • Careers.wa.gov • Spokanehasjobs.com • Tacomajobs.com • Seattlejobs.com • Metroseattlejobs.com • Seattlejobs.org • Washjob.com/tricity <p>Post jobs on all LHJ and county health sites, as well as national public health job sites such as:</p> <ul style="list-style-type: none"> • Partners in Information Access for the Public Health Workforce (http://phpartners.org/jobs.html) • Public Health Employment Connection (http://cfusion.sph.emory.edu/PHEC/phec.cfm) • Association of Schools of Public Health job search site (www.publichealthjobs.net) <p>Job sites that were mentioned by individuals in the research report include:</p> <ul style="list-style-type: none"> • Health Education Resources (www3.doh.wa.gov/here) 	<p>In January, begin researching job postings for sites and determine the highest leverage sites to post on. After sites are chosen, begin posting all job openings on these sites immediately.</p>	<ul style="list-style-type: none"> • Number of impressions • Number of job inquiries from postings

Tactic	Purpose	Recommendations	Timeline	Measurement
		<ul style="list-style-type: none"> • The Rollins School of Public Health Career Mart (http://devsite.sph.emory.edu/CAREER/student_rese_arch.php) • SOPHE – Society for Public Health Education (www.sophe.org) • Association of Washington Cities (www.awcnet.org) • Hospitalsoup (www.hospitalsoup.com) <p>Once a central public health database is created, list this website in all job postings, encouraging applicants to go there for more information and the full job description.</p> <p>While listservs are used by some individuals already in the health care profession, they would not be a top priority when forming an online job recruitment strategy. Research findings concluded that many job searchers do not know what a listserv is and less than one in three said they would likely use a listserv again. If LHJs are already posting on listservs, they should continue doing so.</p>		
Employment career pages on LHJ sites	Create individual employment career pages for every LHJ and link to one central webpage.	Create an in-depth and user friendly career webpage within the Washington State Department of Health website. The webpage should be clearly organized and list all public health job openings at the statewide LHJs. Jobs can be organized by type of position, location and can also feature a search function. Search criteria can include: <ul style="list-style-type: none"> • Location of job • Type of job • Level of job (entry-level, experienced, graduate degree required, etc.) Each individual LHJ site should link back to the “Careers in PH website page” listed in the previous section. By having all LHJs post to one central resource, job seekers could search by more than one county. Job ad templates can be placed here. Other areas/sections of the site could be: <ul style="list-style-type: none"> • General information about working in public health • Videos and pictures if available 	In January, begin brainstorming/researching public domain names or begin building the webpage within the LHJ site. Launch the site in March/April and begin posting jobs immediately.	<ul style="list-style-type: none"> • Number of page views on the website. • Number of job inquiries. • Number of job applicants.

Tactic	Purpose	Recommendations	Timeline	Measurement
		<ul style="list-style-type: none"> • Information on benefits and salary • Testimonials from public health workers • Links to all Washington local health jurisdictions • History of Washington State public health • Information on working in the city or region • Relocation information <p>These sites should serve as a source for people looking for jobs and anyone who has a general interest in public health employment.</p>		
<i>Public health banner template</i>	A public health workforce banner can be used during job fairs, speaking engagements or any other event to help promote public health jobs.	Working with a designer, create a template for a public health banner. The banner can incorporate a few key words, messages, or phrases advertising different careers or jobs in public health. The banner should be colorful and intriguing, designed to catch people's attention. Working with a sign company or printer, choose a size, color and fabric of the banner. The banner can be used at job fairs, speaking engagements, public health events, and any opportunity for public health staff to present or speak about careers.	Work with a designer in January to complete the design template. Work with a sign company in February to complete the banner.	<ul style="list-style-type: none"> • Number of job inquiries where banner is present. • Number of impressions of banner.
<i>Exit Survey</i>	Create an exit survey for employees who quit their public health job.	<p>Create a brief exit survey that asks employees for feedback on the following:</p> <ul style="list-style-type: none"> • Favorite aspect of job • Areas of improvement • Management style • Working conditions • Pay, benefits, and incentives • Anything that could have been done to make the employee stay • Opportunities for advancement <p>The survey can be administered in an in-person interview or a written survey. This information can be used for future retention and recruiting efforts.</p>	Create survey in January. Administer survey/interview on an ongoing basis as employees leave the LHJ.	<ul style="list-style-type: none"> • Number of surveys/interviews completed
<i>Annual Survey</i>	Create an annual survey on job satisfaction.	Create a survey to be administered annually on general job satisfaction. The survey should be given to all employees at the LHJ and confidentiality should be	Create survey in January. Administer survey on an	<ul style="list-style-type: none"> • Number of surveys collected

Tactic	Purpose	Recommendations	Timeline	Measurement
		<p>ensured. The survey can ask for feedback on the following topics:</p> <ul style="list-style-type: none"> • Favorite aspect of job • Areas of improvement • Management style • Working conditions • Pay, benefits, and incentives • Opportunities for advancement • Ways to recruit new employees • How current job was obtained 	annual basis.	
<i>Communication tools for county HR directors</i>	Create communication tools for LHJs to use with county human resources directors.	<p>Create communication tools for local LHJs to be able to engage and educate local county human resources directors. Utilize statewide associations to contact local HR directors (Washington State Department of Personnel and the Northwest Human Resource Management Association).</p> <p>These tools should allow LHJs to contact the human resources directors, educate them about public health jobs, inform them of available jobs, and allow LHJs to utilize their resources. These tools will include:</p> <ul style="list-style-type: none"> • Contact information for the local county HR director • Materials on public health workforce that can be shared with the HR director/manager • A tailored letter to the HR director educating them on public health careers <p>Once contact is established with the county HR director, an in-person meeting could be set up to discuss a partnership between the LHJ and the county human resources department. The HR director may have access to resources and recruiters that can help raise awareness about careers in public health. This partnership should be ongoing and the HR director should be notified of any new positions in public health as they become open.</p>	Establish contact with the county HR director in January. Develop the partnership and communicate on a regular basis.	<ul style="list-style-type: none"> • Number of applicants for public health jobs from referrals from the county HR director. • Number of public health positions filled through referrals from the county HR director.