

## Workforce Terms and Definitions

<p><b>Workforce Planning</b></p>	<p>A process that includes identifying current and future workforce needs and developing a plan or strategy to 1) respond to demographic trends 2) recruit, train, and retain individuals in these roles, and 3) strengthen organizational culture.</p>
<p><b>Workforce Development (in Public Health)</b></p>	<p>Aims to improve health outcomes by enhancing the training, skills, and performance of public health workers. While workforce development is important, training and performance is not the only critical component to ensure a high-performing, sustainable workforce. Staff that lead workforce efforts also focus on broader agency needs (e.g., strengthening recruitment, training, retention, organizational culture, well-being of the workforce, etc.).</p>
<p><b>Governmental Public Health Workforce</b></p>	<p>The governmental public health workforce consists of workers serving state, local, territorial, or tribal agencies, or they may be direct employees of the governmental agency, contractors through another agency in service to the governmental public health agency, temporary employees, or interns. Astho acknowledges the wider public health workforce includes valuable public health system partners in non-governmental, public, and voluntary entities</p>
<p><b>Governmental Public Health Workforce Team</b></p>	<p>In partnership with health agency leadership and human resources, public health workforce teams support, lead, contribute, or coordinate to meet agency workforce needs. These needs may include workforce planning, assessment (e.g., training and professional development needs), developing retention and recruitment strategies, nurturing healthy organizational culture (e.g., psychological safety), equipping staff to ensure they meet their role competencies, succession planning, and addressing other priority strategies to support the agency, management, and employee experience throughout the employee lifecycle.</p> <p>While the workforce staff may be comprised of various positions, workforce teams should include a workforce director or workforce strategist a high-level leader in regular communication with leadership. Other staff members or collaborators may include program managers, coordinators, analysts, and specialists in diversity, equity, inclusion, belonging, organizational culture, and learning/training. In smaller jurisdictions, the workforce team may be one individual, or only a portion of a staff person’s responsibilities.</p>
<p><b>Pathway Programs</b></p>	<p>“Pathway programs” is a new term for “pipeline programs.” The national consortium for public health workforce development’s public health pathway programs report broadly defines pathway programs as “non-degree granting programs that support people interested in entering public health as a career, enhancing their public health education, and/or furthering their public health career success.”</p>