



Optimizing Governmental Public Health Recruitment and Hiring Recommendation to Action Worksheet

June 2025



Recommendation to Action Worksheet

This worksheet helps identify needs and gaps related to recruiting and hiring of public health workers, and spark action to address these needs. It is a companion piece to ASTHO's technical package "[Optimizing Governmental Public Health Recruitment and Hiring](#)," which explores five desired outcomes connected to recruitment and hiring practices for governmental public health:

1. Efficient and effective recruitment and hiring policies and processes.
2. Qualified internal and external candidates who reflect the community.
3. Established skill and career advancement opportunities.
4. Engaging and appealing candidate and new hire experiences.
5. Adequately staffed surge incidents.

This worksheet can be used in a variety of settings. Some examples include conducting a landscape assessment of current recruitment and hiring efforts taking place, setting goals for hiring efficiency, assessments of staffing surge incidents, and career lattice and ladder programs internal to the agency. This worksheet can be used as a companion to your agency's [workforce planning process](#). This worksheet can be completed individually, but the best practice is to work in groups that include representation from several departments within the agency. Using this worksheet collaboratively can foster shared understanding and drive more strategic workforce decisions. [This high-level overview of the technical package](#) may also be helpful in the reflection process.

Instructions:

Whether completing individually or as a group, become familiar with the five categories from ASTHO's Workforce Technical Package on the graphic. Then, assess each of the four areas below. This baseline assessment will help gauge organizational strengths and opportunities for growth.

1.

Existing Assets and Practices includes current programs, policies, or practices that support recruitment and hiring. To the extent possible, conduct an inventory to identify practices that might exist across teams that could be recognized and scaled to agency level, in partnership with Human Resources (HR) partners.

2.

Gaps and Needs provides an honest assessment of each recommendation within the technical package. Any recruitment or hiring gaps should be seen as opportunities rather than deficiencies. Refer to any data (PH WINS, employee engagement surveys, exit/stay interview data, employee focus groups, or other informal means of soliciting feedback) to inform this section.

3.

Ideas for Improvement and Implementation considers opportunities to address specific recruitment and hiring needs. Ensure that the voices of traditionally underrepresented groups are heard. Collecting ideas can take place via leadership-initiated staff listening sessions, examples from other industries, examples from other public health agencies, or developed through technical assistance with ASTHO.

4.

Actions and Next Steps addresses how to operationalize and implement ideas. Identify champions that will help practice, model, and communicate about planned changes. Also, consider how agency executive leadership and HR partners will be engaged and participate in implementation of each policy or practice.

Desired Outcome 1: Efficient and Effective Recruitment and Hiring Policies and Processes

- Do we have any strategies to regularly review and improve how we hire and recruit people? What is stopping us from doing this? Do we have a champion on the leadership team that can encourage quality improvement processes around hiring and recruitment?
- Is there a specific step in the hiring process that you think could be streamlined?
- What steps have already been taken to build and maintain relationships with agency HR partners? What steps would you like to be taken next?
- How does the agency consider lived experience or non-traditional work history for positions? Do the educational requirements for each classification or role seem appropriate?
- When were position descriptions (internal) and position postings (external) last reviewed and updated by the agency, hiring managers, and/or HR partners?



Existing Assets and Practices:

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Needs/Gaps:

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Ideas for Improvement/ Implementation:

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Action/Next Steps:

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Desired Outcome 2: Qualified Internal and External Candidates Who Reflect the Community

- How effectively have we developed and communicated hiring goals that reflect our community’s population? What steps can we take to ensure these goals are met?
- What strategies are we using to ensure our interview panels are diverse? How can we improve the inclusion of various perspectives in hiring decisions?
- How well are we utilizing modern, non-traditional recruitment platforms? How can we expand our outreach to ensure we are reaching underrepresented talent from specialized areas?
- In what ways are we or can we strengthen partnerships with community colleges, universities, and community organizations to create a sustainable recruitment pipeline?
- How are we currently supporting entry-level and pathway programs like internships and fellowships? What steps can we take to expand and strengthen these pathways?



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Action/Next Steps:

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Desired Outcome 3: Established Skill and Career Advancement Opportunities

- Do we host or coordinate staff development and learning opportunities that can lead to the improvement of internal and external facing programs and initiatives?
- How are we ensuring that career development and advancement opportunities are communicated openly? How can we improve the transparency around these opportunities for all staff?
- What steps does the agency take in identifying and providing stretch assignments and growth experiences for staff? Are there other strategies of interest to support career development for staff?
- Have we considered incorporating succession planning into our agency’s workforce development plan, which includes a strategic approach to identifying an applicant pool of internal candidates to be considered for open positions within the agency?
- In what ways are we providing leadership development, mentorship, and executive coaching to staff? Do we provide financial support to access these types of opportunities?



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Desired Outcome 4: Engaging and Appealing Candidate and New Hire Experiences

- How do we insert plain and engaging language in recruitment platforms, position postings, or other vacancy messaging? What ways can we make recruitment messaging more inviting and accessible to a wider range of candidates?
- How effectively are we communicating the full range of job benefits? Are there additional measures to explore to present the information in a way that resonates with a wide range of applicants?
- Are we integrating our agency’s mission, vision, values, and goals into position postings (external) and job descriptions (internal)? Are the concepts also incorporated into performance evaluations?
- In what ways do we ensure personal and meaningful connections are made with candidates and new hires in the recruitment, hiring, and early onboarding process? Are there new or different actions we can take to make everyone feel valued?
- How can we improve the clarity and transparency of our hiring process? What steps can we take to ensure candidates are well-informed about the position, timeline, and what to expect throughout the process?



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Desired Outcome 5: Adequately Staffed Surge Incidents

- What plans do we have in place for adequate staffing during surge or emergency incidents?
- What additional steps can we take to expand the eligibility and mobility of licensed health professionals to work across state lines during times of need?
- Who within our leadership can help champion participation in licensure compact programs? What strategies are we using to retain or expand regulatory flexibility in licensing and credentialing for health professionals, including students and retired providers? Are there opportunities to support more non-traditional candidates, such as international clinicians or community-based paraprofessionals?
- How are we assessing the availability of National Guard or military personnel for staffing needs? Can we integrate them into workforce efforts during times of crisis or need?



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Desired Outcome 5: Adequately Staffed Surge Incidents (Continued)

- Are we effectively preparing all staff, temporary workers, and contractors for incident command processes? What improvements could be made to keep training up-to-date and accessible for all staff?
- How can we ensure continuity and knowledge transfer when surge staff are transitioned into new public health roles? What steps can we take to then integrate their skills and expertise into the organization long-term?



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Next Steps

This self-assessment is the first step towards creating or strengthening an agency's efforts to optimize recruitment and hiring practices. Completing the assessment should create a starting point to address specific needs with plans to support ongoing implementation efforts. Ongoing challenges may include maintaining focus, prioritizing identified efforts, and supporting staff agencywide to understand and implement planned initiatives.

Innovative approaches to enhancing recruitment and hiring strategies within the governmental public health workforce require change. To build lasting change, agencies are encouraged to partner with HR leaders, establish advancement opportunities internally, and commit to a transparent and engaging recruitment and hiring experience for all prospective and current staff. This takes time, and staff will observe how traditional practices and processes can be modernized and made more equitable. The goal is to strengthen the agency by improving recruitment and hiring practices, and in turn improve the retention of talent to advance the agency's mission more effectively.

ASTHO's workforce team is prepared to provide on-demand technical assistance to support your individual agency needs throughout planning and implementation of your identified actions. This technical assistance can take the form of support calls, information requests, or on-site planning and facilitation for workforce planning.