

Human Capital Indicator 4

HC 4: Proportion of health department employees with 0-3, 4-9, 10-24, and 25+ years of service

Why measure this?

A strong operational infrastructure is necessary in order to administer public health services efficiently and effectively to meet the needs of the population. By maintaining a strong organizational infrastructure, the health department can assess and improve its operations, staffing, and program support systems⁶.

One way to ensure this operational infrastructure is to retain experienced employees. Assessing how seasoned health department staff are can help leaders identify areas where human resources may need to intervene and recruit staff with more experience/historical knowledge. This information is also valuable for assessing the percentage of the workforce that is near or at retirement age (i.e., succession planning).

Measurement specifications: Number of health department staff employed at the time of data reporting with 0-3, 4-9, 10-24, or 25+ years of services divided by the total number of health department staff.

Reporting Period: Annually

PHAB Alignment

11.1: Develop and maintain an operational infrastructure to support the performance of public health functions

This indicator contributes to the PHAB measures by providing health department leadership with information about the extent of historical knowledge among staff and, accordingly, one measure of the strength of the health department's operational infrastructure. Generally, the longer someone has been in a position or particular field, the more knowledge and experience they can offer.

Operational Definitions

Health department employees: Full and part-time equivalent staff at the health department employed at the time the indicator data are compiled/reported with continuous employment with the agency for the durations listed below:

- over 25 years of service
- 10-24 years of service
- 4-9 years of service
- 0-3 years of service

Annually: This indicator should be reported on annually during a health department's 12-month cycle (i.e., calendar year, fiscal year, etc.).

Possible data sources: Health Department Human Resources records or an employee training.