

## Introduction for Health Agencies:

To ensure adequate oversight, management, and efficient and effective implementation of the CDC OE22 – 2203: Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems grant, recipients are expected to support or hire critical positions to manage the work under this award. Below is an example key position description (PD) for the Workforce Director position mentioned in Component A, Strategy A1: Workforce.

The Workforce Director is intended to be an executive/senior leadership position in the public health agency responsible for **enhancing and supporting the health of the organization's culture and the well-being of its people**. The position is not a re-branded HR Director role who primarily specializes in HR policy, practice, and expertise. A private-sector analogue of this position would be a C-suite Chief People Officer (CPO).

Through trusted relationships, partnerships, and careful listening (to people as well as data), the Workforce Director designs and leads/facilitates culture strategies that help the organization live into its core values. Responsibilities may include helping set strategic direction (culture, policy, and/or business direction) through consultation or facilitation as requested.

The public health workforce has sustained high levels of stress, burnout, and moral injury throughout the COVID-19 response, and these effects pose an immediate threat to the mission of public health agencies.

In October 2022, U.S. Surgeon General Vivek Murthy released a framework for workplace mental health and wellbeing that underscores the importance of the work ahead. This framework lays out five essentials needed to improve the well-being of America's workers, including:

- 1) Protection from harm and the creation of both physical and psychological safety
- 2) Connection and community to restore a sense of support and belonging
- 3) Deliberate fostering of positive social interactions and relationships
- 4) Emphasis on work-life harmony and flexibility
- 5) Cultivating a sense of that every worker and the work they do, matters

It is notable that each of these five essentials are central components of trauma-responsive leadership, engagement, and culture development. And while the Surgeon General's report provides a "destination," for what comprises a healthy workplace, it is left to each organization to determine their path towards that goal.

The Workforce Director should serve as the primary change agent to combat these threats, working with a trauma-informed approach. Disruption of toxic stress and healing of individual and organizational trauma begins with the deliberate cultivation of connection, trust, and psychological safety as immediately actionable disruptors of cycles of harm. Trauma-responsive engagement is particularly effective in disrupting the compounding challenges of individual, collective, and organizational trauma, the traumas of moral injury, and the burnout triad, and is foundational to anti-oppression, equity, and inclusion efforts. Trauma-responsive cultures are restorative, relational, and strengthen both institutions and individuals.

# Workforce Director

Location: *(City, State; Remote or hybrid options)*

## Summary

The [name of health agency] seeks to hire a strategic, high-performing leader. The Workforce Director is an executive/senior leadership position in the public health agency responsible for enhancing and supporting the health of the organization's culture and the well-being of its people.

The Workforce Director and HR Director are close partners in the implementation of agency culture and people strategies, ensuring that HR is a key driver of culture and well-being in the agency.

This position supports leadership through partnership, consultation, coaching, and mentoring as requested. The Workforce Director is an expert resource to the organization in executive coaching and development, executive team meeting design/facilitation, and organizational design. This work may include providing expert advice and consultation to others to help them address culture, people, and business challenges in their areas of responsibility.

The Workforce Director reports to the highest-level Health Officer and/or Senior Deputy in the Public Health Agency.

## **Position Objective**

The Workforce Director is the Public Health Agency's culture and workforce strategist. Their work is directional and strategic in nature, impacting all areas of the agency and its employees. The Workforce Director's mission is to attend to cultural health and workforce well-being. The objective of the Workforce Director is:

- To actively help the Public Health Agency to develop and execute strategies that increase alignment between the Public Health Agency's workforce culture and its core values as an organization.

The Workforce Director pursues this mission through a particular way of working:

- Applies lessons learned through direct engagement with the Public Health Agency's workforce to understand specific challenges and their impact on the agency. Understands the health of the organization and the well-being of its people using qualitative and quantitative data including existing sources of data, including the Public Health Workforce Interest Needs Survey (PH WINS). Acquires quality, actionable workforce data on employee health, equity, diversity, and inclusion. Ensures all data is visible and useful for decision-making throughout the organization.
- Uses engagement data to measure, refine, and adjust their efforts (this design work is focused on, but not limited to, culture and people strategies that improve the health of the Public Health Agency's culture and the well-being of its people).
- Designs people/workforce strategies with the people impacted most (i.e., design thinking/design justice principles and methods), adding their expertise, research, and data to the design conversation. Assists in developing and implementing HR business strategies (e.g., talent

acquisition, leadership development, learning and growth, employee well-being) that foster healthy culture and employee well-being.

- Uses workforce analytics to help others understand and address culture and people gaps in their areas of responsibility, including developing a sustainable model to scale staffing based on changing needs.
- Helps the Public Health Agency clarify and care for its vision, mission, values, and agency plans.
- Utilizes trauma-informed best practices to support the agency and its workforce and works to prevent and address moral injury.
- Embeds the Public Health Agency's vision, mission, and values, especially equity, innovation, and engagement, in all their work.
- Communicates about their work and responds to the workforce with the support of agency leadership

### **Assigned Work Activities**

This position reports to the highest-level Health Officer and/or Senior Deputy in the Public Health Agency and has the responsibility to be the agency's culture and people strategist and to infuse *how* they work with the core values of equity, innovation, and engagement.

#### **Responsibilities include:**

1. Support the Public Health Agency in vision and strategy development in the areas of responsibility. Help staff succeed in their role through idea development, organizational consultation, facilitation, and leading innovation as requested.
2. Support the HR Director with vision and strategy development in their area of responsibility. Serve as a consultant to help establish HR as a driver of culture/people health and well-being through strategy development and implementation, consultation, coaching, and mentoring.
3. Support teams and individuals with vision and strategy development in their areas of responsibility. Help them succeed through idea development, facilitation, consultation, coaching, and mentoring as requested. This position manages up to (xxx) full-time equivalents (FTE).
4. Actively develop agency culture strategies that:
  - Increase alignment between the Public Health Agency's culture and core values.
  - Foster healthy and collegial internal and interpersonal communication within the agency.
5. Actively develop agency people strategies that:
  - Increase the health and well-being of Public Health Agency employees, helping them thrive and take that goodness to their teams, families, neighbors, and communities.
  - Generate a clear, measurable ROI for the Employee Experience Program.
  - Assess skills and gaps, especially related to data science due to quick evolution, and develop continuous learning plans for staff.
6. Lead the development of workforce analytics to:
  - Solicit data at established intervals directly from the Public Health Agency's workforce.
  - Make visible culture and employee health at the Public Health Agency.
  - Enhance development and effectiveness of Public Health Agency people strategies.
  - Support better decision-making on people matters across the entire organization.

- Ensure a model exists to maintain the Public Health Agency’s workforce in a scalable, sustainable manner.
7. Develop and launch an employee experience program and ensure commitment to three principles:
    - Elevate employee experience with focus on the creation of inclusive teams and equitable distribution of resources.
    - Implement the outward mindset pattern (i.e., operationalizing seeing others, adjusting efforts, and measuring impact in the way we work every day) through personal customer engagement, product innovation, and customer/team satisfaction data.
    - Embrace design thinking (i.e., seeing others through human-centered design) and continuous quality improvement to help the Public Health Agency’s movement toward equity, innovation, and engagement.
  8. Provide organizational consultation, coaching, mentoring, and executive facilitation as needed in the organization.

## Qualifications

### Required Education, Experience, and Competencies:

- Master’s Degree or higher in Public Health, Organizational Development, or a closely allied field.
  - Qualifying experience in executive leadership or senior organizational development roles may be substituted for the educational requirements at a rate of one year of experience for one year of education.
- Five (5) or more years of direct organizational leadership experience including development and implementation of culture and workforce strategies with those teams.
- Demonstrated experience in organizational development and strategic planning to support HR management.
- Working understanding of the U.S. Surgeon General’s Framework for Workplace Mental Health and Well-Being.
- Insight, understanding, and skill in managing the impact of prolonged toxic stress exposure on the public health workforce, including trauma-informed principles, practices, and engagement.
- Extensive written and oral communication skills coupled with demonstrated experience communicating complex and unusual topics or issues both verbally and in writing to diverse internal and external audiences across a broad spectrum of managerial, administrative, and professional staff, especially executive-level leaders.
- Demonstrated professional-level experience in the following subject areas:
  - Organizational Development, with particular attention to culture and workforce
  - Strategic Planning
  - Executive-level facilitation, coaching, and decision-making
  - Workforce Development
- Demonstrated leadership competencies in the following areas:
  - Self-awareness, self-management, and continual growth and learning.
  - Decision making – the ability to identify issues, develop analyses of alternative positions and impacts; makes data-driven, defensible recommendations; takes calculated risks

based on logical ratio decision-making processes; makes timely/responsive decisions; assume responsibility for decisions made; and involve others appropriately in decision-making processes.

- Working openly and transparently with employees, fostering trust and serving as a resource in difficult work environments.
- Utilize quality improvement tools and processes in accomplishing work activities and in support of the agency's mission and goals; this includes seeking opportunities to participate in process improvement activities and seeking out efficiencies in how work is accomplished.
- Interpersonal awareness and the ability to be inclusive.
- Organizational and political awareness.
- Skill to care for the workforce's well-being in meaningful, demonstrated ways.
- Ability to integrate performance leadership into strategic development, provide coaching and mentoring for improved success, and display characteristics of interpersonal influence.
- Ability to inspire
- Ethics and integrity
- Cultural, ethnic, and gender sensitivity and competency
- Tools for effectively managing a multigenerational workforce

**Preferred/Desired Education, Experience, and Competencies:**

- Understanding and practice in the principles and tools of the Outward Mindset.
- Understanding, skill, and experience in trauma-informed principles, practices, and engagement.
- Proficiency in the development and implementation of workforce development strategies such as recruitment and hiring; onboarding; learning and growth; leader development; and engagement and retention.
- Proficiency in co-creating organizational strategies and building shared commitments with executive-level leaders.
- Certification(s) in coaching, workforce well-being, facilitation, leadership development, change management, or other related certifications in support of culture and employee health.
- Experience working in a public health-related or governmental organization.

**Special Requirements/Conditions of Employment**

- *(Add here)*

### Working Conditions

Work Setting, including hazards	<i>Mobile work/telework. This position works at a personal computer up to 90% of the workday in a home or open office environment with noise, distractions, and interruptions. Required to be self-directed and manage multiple and often competing priorities. The incumbent must maintain a high level of confidentiality.</i>
Schedule (i.e., hours and days):	<i>8:00 a.m. – 5:00 p.m. (Time zone) Monday through Friday The position is full-time with a regular working schedule of 40 hours per week. The incumbent may be required to work occasional evenings and weekends.</i>
Travel Requirements:	<i>Occasional travel is required for meetings with stakeholders, vendors, or offsite personnel/management. Minimal out-of-state travel is required.</i>
Tools and Equipment:	<i>Computer databases, word processing applications, electronic mail applications, telephone, and multifunction devices.  Operate state-owned vehicles in accordance with XXXX State laws and agency policies.</i>
Customer Relations:	<i>Position communicates with internal and external customers in a professional manner, maintaining a good attitude in a dynamic environment. The incumbent will establish rapport and credibility internally with Executives, Senior Leadership, and Business Program Managers.</i>

### Salary and Benefits

Our benefits make (Agency) an exceptional place to work. We offer:

- Comprehensive benefits package, including (xx) vacation days per year and (xx) paid holidays; medical, dental, and vision coverage; disability insurance; life insurance; transit/parking benefits
- Training, development, and promotional opportunities
- Commitment to diversity, inclusion, and equity
- Flexible work hours or telework options
- A guaranteed pension plan, via (xxx) Retirement System
- Student Loan Repayment Program for eligible workers
- Breast-feeding friendly workplace

**Acknowledgment of Position Description**

The signatures below indicate that the job duties as defined above are an accurate reflection of the work performed in this position.

Date:	Supervisor's signature (required):
Date:	Appointing Authority's Name and Title:
As the incumbent in this position, I have received a copy of this position description.	
Date:	Employee's Signature: