The public health workforce is predominantly white, female, and over 40 years old—but women are underrepresented in executive positions.

Inadequate representation of Millennials and over 40 years old: but women are underrepresented in executive positions.

Job Satisfaction and Engagement:
The public health workforce is mission driven, but factors like pay, opportunity for advancement, and workplace culture can negatively affect engagement and satisfaction.

Opportunities to improve engagement:
- Communication between leadership and staff
- Creativity and innovation
- Job satisfaction
- Organizational satisfaction
- Pay satisfaction

Top 5 Reasons for Leaving:
- Inadequate Pay
- Lack of Advancement
- Workplace Environment
- Job Satisfaction
- Lack of Support

Certain populations that are already underrepresented are poised to leave in large numbers in the next year:
- Black/African American (34%)
- Hispanic or Latino (32%)
- Native Hawaiian/Pacific Islander (21%)
- White (79%)
- Asian (26%)

Average tenure in a position is just over 7 years.

The workforce is aging:
- Median age: 42 years
- Tenure in a position:
  - 5 years or less: 64%
  - 5+ years: 36%

What drives employee engagement?
- I am determined to give my best effort at work every day (95%)
- The work I do is important (95%)
- Job satisfaction (81%)
- Organizational satisfaction (70%)
- Pay satisfaction (48%)

What is the public health workforce?
- Demographics:
- Gender in the public health workforce:
  - Male: 49%
  - Female: 51%
- Turnover:
- U.S. workforce:
  - Tenure in a position:
    - 5 years or less: 51%
    - 5+ years: 49%
- Public health workforce:
  - Tenure in a position:
    - 5 years or less: 64%
    - 5+ years: 36%

TURNOVER:
Health departments face a high rate of turnover. Nearly half of the workforce is considering leaving their organization in the next five years.

NEARLY HALF of the workforce is considering leaving their organization in the next five years.

22% plan to retire in the next five years.

25% plan to leave in the next year for reasons other than retirement.

Since 2014, there has been a 41% increase in those planning to leave their organization.

For every 100 rule workers, 4 reach the highest level of leadership.
For every 100 female workers, only 2 reach that level.

51% of women plan to leave in the next year for reasons other than retirement.

Average tenure in a position is just over 7 years.

The workforce is well educated:
- PhDs: 5%
- Masters: 25%
- Bachelors: 31%
- Associates: 15%
- Non-College: 10%

Do Millennials have an advanced degree:
- Only 84% have a terminal public health training degree.
- 300% increase in public health graduates since '92.

Executive positions:
- For every 100 rule workers, 4 reach the highest level of leadership.
- For every 100 female workers, only 2 reach that level.

20+ years of leadership:
- Male workers, for every 100 male workers, only 2 reach that level.
- Female workers, for every 100 female workers, only 2 reach that level.

SILENT/GREATEST GENERATION:
- 2% of current public health workforce
- 7% of executive positions

MILLENIALS:
- 37% of current public health workforce
- 40% of executive positions

POST-MILLENNIALS:
- 40% of current public health workforce
- 37% of executive positions

PUBLIC HEALTH WORKFORCE EXECUTED BY GENDER:
- Male: 56%
- Female: 44%

EXECUTIVES BY GENDER:
- Male: 59%
- Female: 41%

2017 NATIONAL FINDINGS

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