

# Public Health – Seattle & King County Workforce Recruitment and Wellbeing

Report to the  
King County Board of Health

March 20, 2025

## Recruiting & Hiring Improvement Project Purpose:

Create a more  
**efficient, equitable**  
and **consistent**  
Department of  
Public Health hiring  
and recruitment  
process.




# Strategic Alignment

- Contribute to goals of Public Health 2024-2029 Strategic Plan (see right)
- Make progress on goals of Racism is a Public Health Crisis/ERSJ Workforce & Workplace Racial Equity 2023-2024 goal area plan:
  - Recruitment process standardization
  - Equity in recruitment
  - Passive candidate engagement

EXECUTIVE SUMMARY    ACKNOWLEDGEMENTS    ABOUT US    VISION, MISSION, & VALUES    **PRIORITY AREAS**    IMPLEMENTATION & NEXT STEPS    APPENDICES

Climate & Health | Health & Well-being | Information & Innovation | Partnerships | **Workforce & Infrastructure**

## Workforce & Infrastructure

**GOAL:** Support a racially just workforce and learning culture workplace that is reflective of the communities we serve and centers racial justice, equity, and well-being. 

**Objective 1:** By 2026, staff in the lowest 20 percent of Public Health's salary ranges are supported by active employee development plans to further their professional learning and career goals.

**Objective 2:** By 2029, implement all the goals and objectives of Public Health's Workforce Wellbeing Action Plan.

**Objective 3:** By 2029, all new hires and promotions in the top 20 percent of Public Health's salary ranges reflect 2040 King County projected workforce demographics, to the extent consistent with federal and state law.


**Objective 4:** By 2029, all staff have increased their knowledge, skills, and practice of racial justice, health equity, disability access and inclusion well-being, and belonging principles and actions.

**Actions:**

1. Invest in lower salaried employees through active employee development plans and employer supports to develop knowledge, skills, and practices.
2. Finalize, sustain, and implement the Public Health Workforce Wellbeing Action Plan, revising and updating in 2025 and beyond.
3. Develop, sustain and implement anti-racist workforce recruitment and eliminate barriers to high-salary employment opportunities for Black, Indigenous, and people of color, and immigrant populations.
4. Develop an anti-racist and health equity training plan for all current and new employees and provide opportunities to support department culture change, such as through affinity groups.

**Measures:**

- Percent of employees reporting high employee engagement scores
- Percent of employees in the lowest 20% of the salary range with an employee development plan
- Ratio of all new hires and promotions in the highest salary ranges (top 20% of the salary range or salary range 65 and higher) to 2040 projected workforce demographics
- Percent of employees trained on racial justice, health equity, well-being and belonging, and participating in affinity groups



*Public Health Camp attendees listen to a presentation at the Medical Examiner's Office, 2023.*

# Project Objectives



## Efficiency Improvement

Identify and remove inefficiencies in the recruitment and hiring process to save time for recruiters, hiring managers, and candidates.



## Increase Workforce Diversity

Increase workforce diversity through equitable hiring practices and attracting a more diverse candidate pool.



## Hiring Manager Experience Enrichment

Enrich the experience of hiring managers by providing education, clear communication and setting expectations about the hiring process.

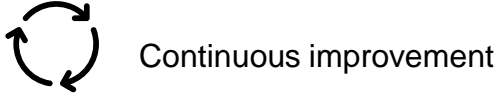
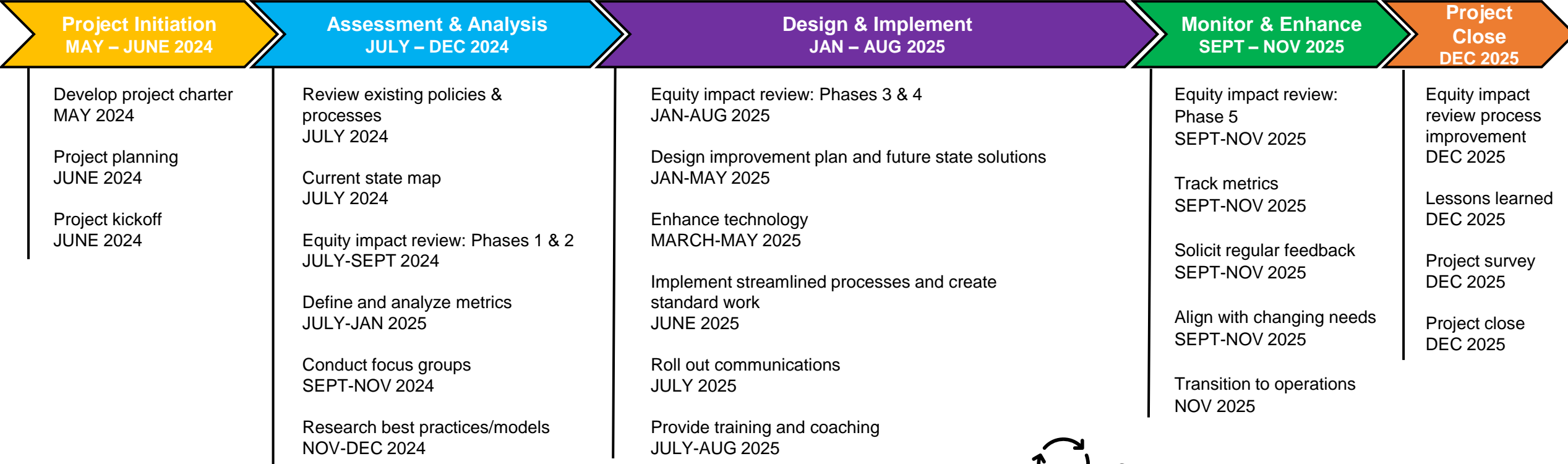


## Technology Enhancement

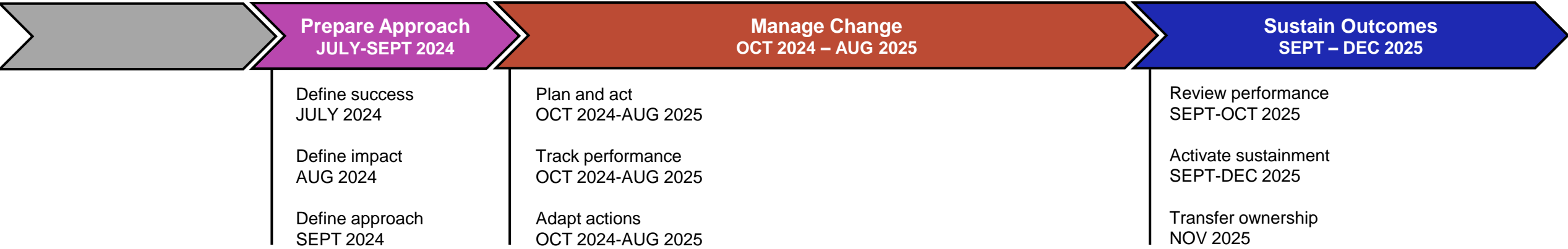
Identify and implement technology enhancements within NEOGOV system and better utilize data analytics tools to support data-driven decision making.

# Project Timeline

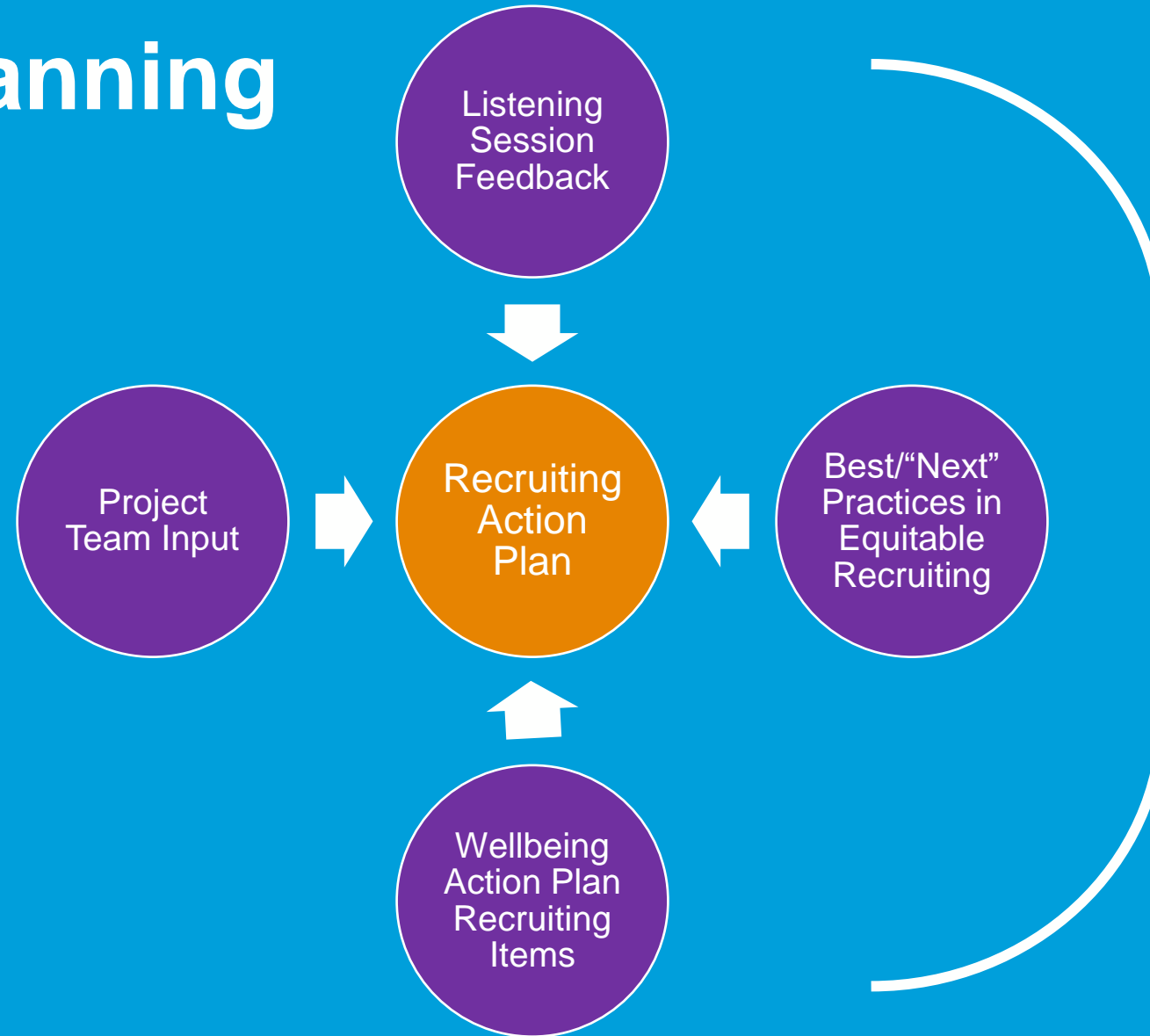
## PROJECT MANAGEMENT



## CHANGE MANAGEMENT

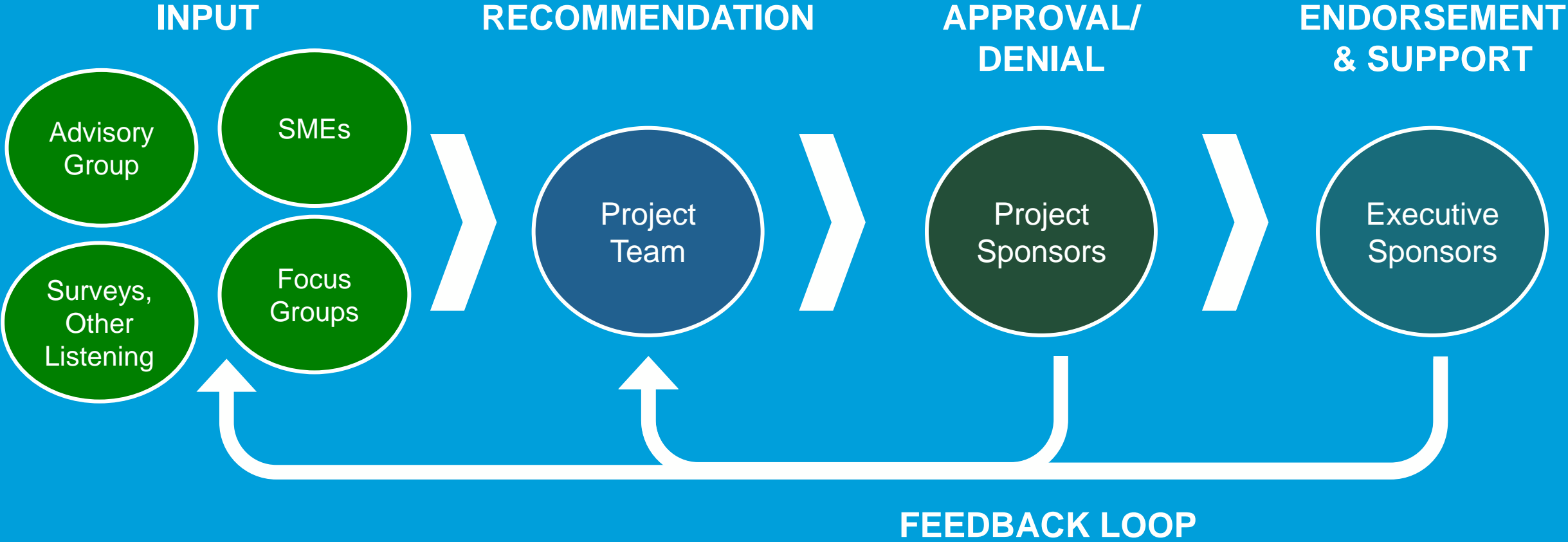


# Action Planning



- Assessing feasibility (cost, resourcing, what's in PHSKC HR purview)
- Aligning to scope of project
- Prioritizing work

# Feedback Loop



# Success Metrics

Increasing equity in hiring practices and sourcing of diverse candidates to make progress on workforce diversity and equity goals including:

- Reduce the time-to-hire for vacant positions across PHSKC divisions
- Progress to ratio of new hires/promotions in the top 20% of salary ranges reflecting 2040 workforce demographic data
- Reduction in recruitment drop-off rate for BIPOC candidates
- Increase BIPOC representation relative to the communities we serve

*SMART goals under development. Additional metrics to be developed as data and processes are further explored.*



# WELLBEING INITIATIVE

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## Strategic Goal:

Support a racially just workforce and learning culture workplace that is reflective of the communities we serve and centers racial justice, equity, and wellbeing.

Steve's keyboard must be broken.  
He keeps hitting the escape key,  
but he's still at work.



# WHY WELLBEING

"we feel pressured to take on more, perform at high levels, praised for that work but the true cost is hidden (or not) in burnout"

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69% less likely to actively search for a new job

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71% less likely to report experiencing a lot of burnout

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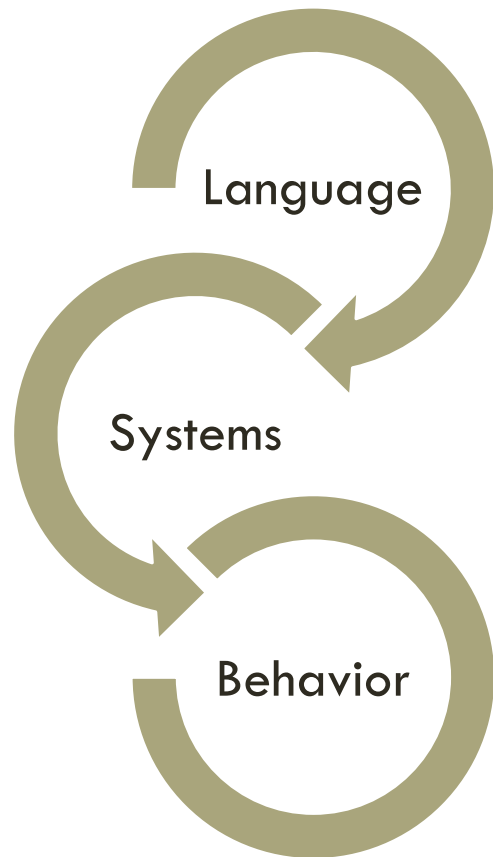
36% more likely to be thriving in their overall lives

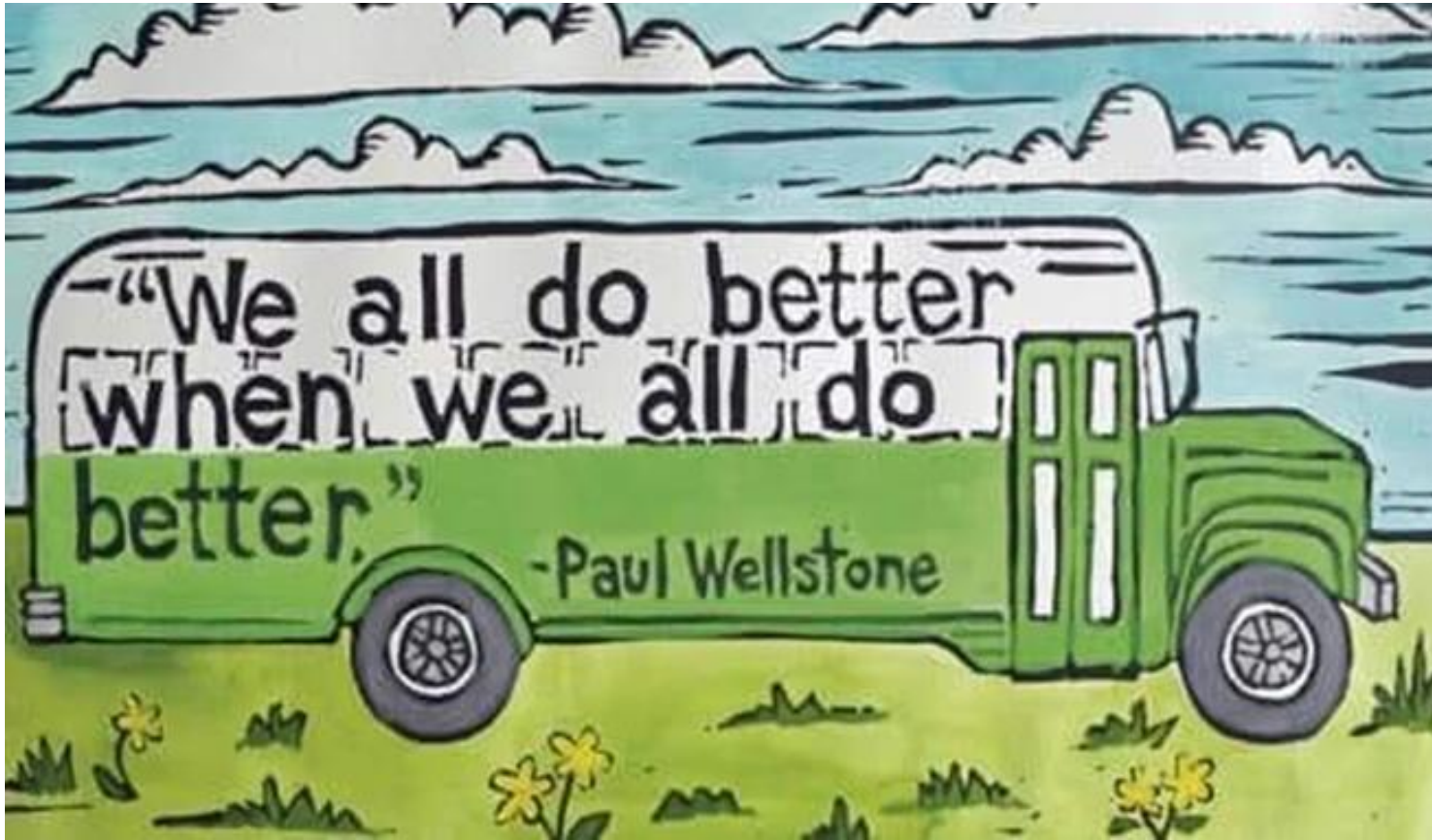
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3x more likely to be engaged at work

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# HOW DO WE CHANGE CULTURE?





**A CULTURE WHERE PEOPLE:**

experience belonging

have positive relationships

contribute meaningfully

create and innovate

practice reflection

continuously learn

# SYSTEMS CHANGE ACTIONS

We will align and balance workloads.

We will standardize hiring practices.

We will foster racial equity and belonging.

We will include racial and disability equity.

We will all change and grow.

Leaders will change their practices.



Consistent Implementation  
of Policy



Optimizing Remote Work  
Practices



Optimizing Schedule  
Flexibility



Right Sizing Workloads

OPERATIONALIZING WELLBEING

# We will all...



PRACTICE  
COMPASSION



EXPRESS OUR  
NEEDS



MAKE TIME TO  
CONNECT

# People Leaders will...



Lead with  
compassion



Set realistic  
expectations



Trust employees

# Discussion

Questions?

Contact:

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