

## Resources on Recruitment and Retention Strategies

This list of resources is designed to be a starting point for establishing an evidence base of effective recruitment and retention strategies. In the future, it could be incorporated into a more comprehensive clearinghouse of resources. The list includes:

- Overviews of programs – Descriptions of a variety of programs already in place in a field
- Planning documents – Overview of potential strategies that may not yet have been tried
- Portals – Websites that contain additional tools, examples, and resources
- Programs – Examples of activities currently in place
- Research – Articles including literature reviews, program evaluations, and other studies

The Cadence Group and the National Library of Medicine assisted Council on Linkages Between Academia and Public Health Practice (Council) staff in compiling this list. If you know of other items that should be included, please contact Jessica Kronstadt at [jkronstadt@phf.org](mailto:jkronstadt@phf.org).

The National Library of Medicine also conducted several literature searches for the Council. [View the list](#) of citations developed through those searches.

If you are interested in resources related to a particular field, please click on the link below:

[Public Health](#)

[Health](#)

[Nursing](#)

[Government](#)

[Education](#)

[Other](#)

<b>Public Health</b>			
<i>Name</i>	<i>Resource Type</i>	<i>Effort Type</i>	<i>Keywords</i>
Association of State and Territorial Health Officials, Council of State Governments, and National Association of State Personnel Executives, "State Public Health Employee Worker Shortage Report: A Civil Service Recruitment and Retention Crisis," 2004 <a href="http://www.astho.org/pubs/Workforce-Survey-Report-2.pdf">www.astho.org/pubs/Workforce-Survey-Report-2.pdf</a>	Survey/ Background	Enumeration	State health departments; Retirement; Turnover; Vacancies
Centers for Disease Control and Prevention, EXCITE (Excellence in Curriculum Integration through Teaching Epidemiology) <a href="http://www.cdc.gov/excite">www.cdc.gov/excite</a>	Program	Recruitment K-12	Epidemiology; Classroom resources
<i>Florida Public Health Review</i> , "Confronting the Impending Public Health Workforce Crisis in America: Perspectives from Academia and Public Health Practice," 2004 <a href="http://publichealth.usf.edu/fphr/v1pp004_007+manahan+malecki.pdf">http://publichealth.usf.edu/fphr/v1pp004_007+manahan+malecki.pdf</a>	Planning document	Recruitment	Legislation; Academia; K-12; Department of Health and Human Services
Health Resources and Services Administration, "The Key Ingredient of the National Prevention Agenda: Workforce Development" <a href="ftp://ftp.hrsa.gov/bhpr/nationalcenter/hp2010.pdf">ftp://ftp.hrsa.gov/bhpr/nationalcenter/hp2010.pdf</a>	Overview of programs	Recruitment	Diversity; K-12; College students; Training
Health Resources and Services Administration, Bureau of Health Professions and the SUNY School of Public Health, Center for Health Workforce Studies, "Public Health Workforce Study," January 2005 <a href="http://bhpr.hrsa.gov/healthworkforce/reports/publichealth">http://bhpr.hrsa.gov/healthworkforce/reports/publichealth</a>	Research	Enumeration Training	Academic-practice linkages; Worker supply and Demand; Role of schools of public health; Physicians; Dentists, Nurses

Partners for Information Access for the Public Health Workforce <a href="http://phpartners.org/jobs.html">http://phpartners.org/jobs.html</a>	Program	Recruitment Job listings/ information	Job openings; Enumeration; Public health career overview
Pfizer, "Advancing Healthy Populations: The Pfizer Guide to Careers in Public Health" <a href="http://www.pfizercareerguides.com/publichealth.html">www.pfizercareerguides.com/publichealth.html</a>	Program	Recruitment Career information	Info. about public health careers; Essays from leaders
Public Health Workforce Development Act of 2004  <a href="http://www.astho.org/?template=public_health_workforce_developm.html">www.astho.org/?template=public_health_workforce_developm.html</a>	Program	Recruitment Legislation	Legislation; Loan repayment; Education
What Is Public Health website, developed by the Association of Schools of Public Health <a href="http://www.whatispublichealth.org">www.whatispublichealth.org</a>	Program	Recruitment Career information	Background on public health; Info. on education and careers
<b>Health</b>			
<i>Name</i>	<i>Resource Type</i>	<i>Effort Type</i>	<i>Keywords</i>
Medical Library Association – Careers <a href="http://www.mlanet.org/career">www.mlanet.org/career</a>	Program	Recruitment Job listings/ information	Mentoring; Career info.; K-12
American College of Healthcare Executives, Careers in Healthcare Management website <a href="http://healthmanagementcareers.org">http://healthmanagementcareers.org</a>	Program	Recruitment Job listings/ information	Tools for high school/college career counselors; Info. about career types
American Hospital Association Health Care Workforce <a href="http://www.aha.org/aha/key_issues/workforce/index.html">www.aha.org/aha/key_issues/workforce/index.html</a> <a href="http://www.healthcareworkforce.org">www.healthcareworkforce.org</a>	Portal	Both recruitment & retention	Advocacy; Reports; State and federal programs
Center for California Health Workforce Studies, University of California-San Francisco, Center for the Health professions  <a href="http://futurehealth.ucsf.edu/cchws/publications.html">http://futurehealth.ucsf.edu/cchws/publications.html</a>	Research portal	Both recruitment & retention	Supply, demand, use, and education of the health workforce
Center for Health Workforce Studies, University at Albany, School of Public Health <a href="http://chws.albany.edu">http://chws.albany.edu</a>	Research portal	Both recruitment & retention	Supply, demand, use, and education of the health workforce
Center for Medicare and Medicaid Services "Promising Practices in Home and Community Based Services"  <a href="http://www.cms.hhs.gov/promisingpractices/workforce.asp">www.cms.hhs.gov/promisingpractices/workforce.asp</a>	Overview of Programs	Both recruitment & retention	Activity profiles; Mentoring; Training
Connecticut Department of Public Health "Toward Solving Connecticut's Health Care Workforce Shortages," 2002  <a href="http://www.dph.state.ct.us/Commissioner/Work_Force/final%20report.pdf">http://www.dph.state.ct.us/Commissioner/Work_Force/final%20report.pdf</a>	Overview of Programs	Both recruitment & retention	Best practices; Marketing; Enrollment in educational programs; Work environment
Department of Labor, Employment and Training Administration, "Health Care Industry: Identifying	Research	Both recruitment	Training; Work culture;

and Addressing Workforce Challenges," February 2004 <a href="http://www.doleta.gov/BRG/pdf/pdf3.pdf">www.doleta.gov/BRG/pdf/pdf3.pdf</a>		& retention	Partnerships; Marketing
Harvard Medical School, Minority Faculty Development Program <a href="http://www.mfdp.med.harvard.edu/resource_links">www.mfdp.med.harvard.edu/resource_links</a>	Portal	Recruitment Education	Diversity; Educational resources; K-12; College & University; Junior Faculty; Math; Science
Health Professions Partnership Initiative <a href="http://www.asph.org/document.cfm?page=831">www.asph.org/document.cfm?page=831</a>	Portal	Recruitment K-12; College	Diversity; Middle school; High school
Health Resources and Services Administration, Kids Into Health Careers <a href="http://bhpr.hrsa.gov/kidscareers/default.htm">http://bhpr.hrsa.gov/kidscareers/default.htm</a>	Program	Recruitment K-12	Diversity; Financial aid; Planning higher education
Health Resources and Services Administration National Center for Health Workforce Analysis, State Workforce Profiles  <a href="http://bhpr.hrsa.gov/healthworkforce/reports/profiles">http://bhpr.hrsa.gov/healthworkforce/reports/profiles</a>	Background	Enumeration	supply, demand, distribution, education, and use of health professionals
MED High school <a href="http://medhigh.stisd.net">http://medhigh.stisd.net</a>	Program	Recruitment K-12	High school
Milbank Memorial Fund, "Making Sense of the System: How States Can Use Health Workforce Policies to Improve Access and Improve Quality of Care," September 2003  <a href="http://www.milbank.org/reports/2003salsberg/2003salsberg.html">www.milbank.org/reports/2003salsberg/2003salsberg.html</a>	Research	Both recruitment & retention Training	Education; State policy; Moderating demand; Increasing productivity; Data collection
Minority Health Professions Foundation <a href="http://www.minorityhealth.org/intern.html">www.minorityhealth.org/intern.html</a>	Program	Recruitment K-12; College	Internships; Fellowships; Diversity
National Clearinghouse on the Direct Care Workforce <a href="http://www.directcareclearinghouse.org">www.directcareclearinghouse.org</a>	Overview of programs	Both recruitment & retention	Project profiles; Training; Worker supports and empowerment; Supervision
National Governors Association, Center for Best Practices, "Rescuing the Health Workforce: Options for State Action," January 2004 <a href="http://www.nga.org/cda/files/0401RESCUINGHEALTH.pdf">www.nga.org/cda/files/0401RESCUINGHEALTH.pdf</a>	Overview of programs Evaluation	Both recruitment & retention	Nursing; Alternate sources of funding; Wages; Workforce Investment Act; Training
National Student Leadership Conference <a href="http://www.nslcleaders.org">www.nslcleaders.org</a>	Program	Recruitment K-12	High school
North Carolina Department of Health and Human Services, Division of Facility Services, "Results of a Follow-Up Survey to States on Career Ladder and Other Initiatives to Address Aide Recruitment and Retention in Long-Term Care Settings" <a href="http://facility-services.state.nc.us/careerna.pdf">http://facility-services.state.nc.us/careerna.pdf</a>	Overview of programs Evaluation	Both recruitment & retention Training	Career paths; Long- term care providers; Training; Career advancement; Legislation
North Carolina Department of Health and Human Services, Division of Facility Services,	Overview of programs	Both recruitment	Wage increases; Wage pass-

“Results of a Follow-Up Survey to States on Wage Supplements for Medicaid and Other Public Funding to Address Aide Recruitment and Retention in Long-Term Care Settings” <a href="http://facility-services.state.nc.us/survey.pdf">http://facility-services.state.nc.us/survey.pdf</a>	Evaluation	& retention	throughs; Long-term care providers
Sullivan Commission on Diversity in the Healthcare Workforce, “Missing Person: Minorities in the Health Professions,” September 2004 <a href="http://www.sullivancommission.org">www.sullivancommission.org</a>	Research	Recruitment Higher education	Minorities; Tuition; University admissions; Training and mentoring
<b>Nursing</b>			
<i>Name</i>	<i>Resource Type</i>	<i>Effort Type</i>	<i>Keywords</i>
kaiseredu.org, Addressing the Nursing Shortage <a href="http://www.kaiseredu.org/IssueModules/Addressing/index.cfm">www.kaiseredu.org/IssueModules/Addressing/index.cfm</a>	Research portal	Both recruitment & retention	Supply and demand; Webcasts; Policy analysis; Literature searches
American Nurses Association, “Nursing’s Agenda for the Future,” 2002 <a href="http://nursingworld.org/naf">http://nursingworld.org/naf</a>	Planning document	Both recruitment & retention	Leadership; Work environment; Diversity; Legislation; Education
<i>Journal of Advanced Nursing</i> , “The Nursing Shortage in the United States of America: An Integrative Review of the Literature,” August 2003 <a href="http://www.blackwell-synergy.com/links/doi/10.1046/j.1365-2648.2003.02722.1.x/full">www.blackwell-synergy.com/links/doi/10.1046/j.1365-2648.2003.02722.1.x/full</a>	Literature Review	Both recruitment & retention	Causes; Work climate; Image; Immigrant workers; Continuing Education; Legislation
<b>Government</b>			
<i>Name</i>	<i>Resource Type</i>	<i>Effort Type</i>	<i>Keywords</i>
students.gov <a href="http://www.students.gov">www.students.gov</a>	Program	Recruitment Job listings/information	Website; How to find jobs in government; Info. about higher education; Financial aid; Loan repayment
Brookings Institution, Center for Public Service <a href="http://www.brookings.edu/gs/cps/research.htm">www.brookings.edu/gs/cps/research.htm</a> <a href="http://www.brookings.edu/views/articles/light/200111ge.htm">www.brookings.edu/views/articles/light/200111ge.htm</a>	Research Portal	Retention Work environment	Hiring Practice; Working conditions; Comparison with nonprofits
U.S. Merit Systems Protection Board, “Managing Federal Recruitment: Issues, Insights, and Illustrations.” September 2004 <a href="http://www.mspb.gov/studies/rpt_managefedrecruit/index.html">www.mspb.gov/studies/rpt_managefedrecruit/index.html</a>	Research	Recruitment	Federal government; Hiring practices; Evaluating recruitment efforts
Council of State Governments and National Association of State Personnel Executives, “State Employee Worker Shortage: The Impending Crisis,” October 2002 <a href="http://www.phppo.cdc.gov/owpp/docs/library/2002/naspe.pdf">www.phppo.cdc.gov/owpp/docs/library/2002/naspe.pdf</a>	Survey/ Background	Enumeration	State government; Retirement; Budgetary constraints
Department of Commerce Recruitment and Retention Plan, March 2003 <a href="http://ohrm.doc.gov/OMAS/recruitment%20retention%20plan%2003%2005%2003.pdf">http://ohrm.doc.gov/OMAS/recruitment%20retention%20plan%2003%2005%2003.pdf</a>	Planning document	Both recruitment & retention	Competencies; Internal and external recruitment; Job listings
Partnership for Public Service	Research	Both	Hiring criteria; Public

<a href="http://www.ourpublicservice.org/research">www.ourpublicservice.org/research</a>	portal	recruitment & retention	perception of government jobs
<b>Education</b>			
<i>Name</i>	<i>Resource Type</i>	<i>Effort Type</i>	<i>Keywords</i>
Department of Education, "Literature Review on Teacher Recruitment Programs," 2000 <a href="http://www.ed.gov/offices/OUS/PES/lit_review.doc">www.ed.gov/offices/OUS/PES/lit_review.doc</a>	Research Literature review	Recruitment	State and local efforts; Nontraditional applicants; Induction programs
National Education Association, "Meeting the Challenges of Recruitment and Retention: A Guidebook on Promising Strategies to Recruit and Retain Qualified and Diverse Teachers," 2003 <a href="http://www.nea.org/teachershortage/images/rrg-full.pdf">www.nea.org/teachershortage/images/rrg-full.pdf</a>	Overview of Programs	Both recruitment & retention	Incentives; Marketing; Induction programs
American Federation of Teachers report <a href="http://www.aft.org/pubs-reports/pubemps/Recruit_Retent.pdf">www.aft.org/pubs-reports/pubemps/Recruit_Retent.pdf</a>	Planning document	Both recruitment & retention	Generational differences; Compensation; Union employees; Job flexibility
Center on Reinventing Public Education, "From the Headlines to the Frontlines: The Teacher Shortage and its Implications for Recruitment Policy" <a href="http://www.crpe.org/pubs/introTeacherShortage.shtml">www.crpe.org/pubs/introTeacherShortage.shtml</a>	Planning document	Recruitment	Compensation; Coordinated planning
National Commission on Teaching and America's Future <a href="http://www.nctaf.org">www.nctaf.org</a>	Research Portal	Both recruitment & retention	Teacher training; Induction programs; Professional growth
National Conference of State Legislatures, Legislative Education Summary Service <a href="http://www.ncsl.org/programs/educ/educ_leg.cfm">www.ncsl.org/programs/educ/educ_leg.cfm</a>	Overview of programs	Both recruitment & retention Legislation	Database; State laws
National Conference of State Legislatures: "Teacher Recruitment: Staffing Classrooms with Quality Teachers" <a href="http://www.ncsl.org/programs/educ/TRecru.htm">www.ncsl.org/programs/educ/TRecru.htm</a>	Overview of programs Evaluation	Both recruitment & retention	Working conditions; Redistributing workforce; Public outreach; Loans and scholarships; Hiring process; Induction programs
New Teacher Project <a href="http://www.tntp.org">www.tntp.org</a>	Portal/ Examples	Recruitment	Certification; Rural recruitment; Hiring process; Training
South Carolina Center for Educator Recruitment, Retention, and Advancement <a href="http://www.cerra.org">www.cerra.org</a>	Portal/ Examples	Both recruitment & retention	Programs for k-12 students; Diversity; Tools
<i>Threshold</i> magazine, "Staying Power: What We Must do to End the Teacher Retention Crisis," Spring 2004 <a href="http://www.ciconline.org/AboutCIC/Publications/Archives/threshold_spring04.htm">www.ciconline.org/AboutCIC/Publications/Archives/threshold_spring04.htm</a>	Overview of programs Evaluation	Retention	Redistributing workforce; Rural; Urban; Mentoring programs; Technology
Urban Institute, "Absence Unexcused: Ending Teacher Shortages," 2002 <a href="http://www.urban.org/url.cfm?ID=900471">www.urban.org/url.cfm?ID=900471</a>	Research Program evaluation	Both recruitment & retention	Training; Pathways to Teaching Careers; Nontraditional

			applicants; Diversity
<b>Other</b>			
<i>Name</i>	<i>Resource Type</i>	<i>Effort Type</i>	<i>Keywords</i>
American Correctional Association, "Building a Strategic Workforce Plan for the Correctional Organization," <i>Corrections Today</i> , August 2004 <a href="http://www.aca.org/fileupload/177/prasannak/Barlow_new_web.pdf">www.aca.org/fileupload/177/prasannak/Barlow_new_web.pdf</a>	Tool	Both recruitment & retention	Assessment; Questionnaire; Recruitment and retention capacity; Prisons
National Youth Leadership Forum <a href="http://www.nylf.org/programs.cfm">www.nylf.org/programs.cfm</a>	Program	Recruitment K-12; College	Summer programs; High school and university students; Various disciplines