

Younger employees bring fresh educational training in public health, while seasoned staff contribute deep lived experience. Together, they can strengthen and reimagine the government public health workforce.

The top training needs across all generations suggest a growing **demand for strategic and leadership-oriented skills**, the 2024 Public Health Workforce Interests and Needs Survey (PH WINS) shows.



And it's evident that **formal public health training and education** strongly influence the level of training needed across all generations.



Formal public health training
Associates, bachelors, masters, or doctoral degrees in public health

Employees with formal public health training:



36% of employees age **35 and under**



20% for the **36 to 54** age group



12% for those **55 and older**

Employees across all age groups **without** formal public health training reported a **greater** need for training in several strategic skills.

35 & under: Policy engagement training need

With public health education: **36%**

Without public health education: **42%**



36 to 54 age group: Change management training need

With public health education: **28%**

Without public health education: **34%**



55 and older: Systems and strategic thinking training need

With public health education: **25%**

Without public health education: **35%**



Experienced staff bring **strategic insight and problem-solving expertise** that complement younger employees' formal public health education.



Staff age 54 and under have **more formal public health training** and report **greater training needs** in areas like change management and systems and strategic thinking.



Training resources can **upskill the workforce** across generations.



Bridge academic knowledge and real-world experience

through certification programs like Building Expertise in Administration & Management (BEAM) and the Public Health Communications Collaborative (PHCC) Academy, and cost-effective learning communities offered by TRAIN and regional Public Health Training Centers (PHTCs)



Seasoned staff can **mentor** early- and mid-career professionals to build strategic thinking, foresight, and adaptability



Capture wisdom and institutional knowledge across generations to preserve critical organizational context



KEY TAKEAWAYS

Valuing lived experience, on-the-job training, and formal education strengthens multigenerational learning.

- ▶ All generations share rising needs for strategic and leadership-focused skills.
- ▶ Investing in training—especially for early-career staff and those without advanced public health degrees—drives system-level change.
- ▶ Tapping into core strengths can elevate performance and leadership across the workforce.
- ▶ Pair existing training resources (BEAM, PHCC Academy, TRAIN, PHTCs) with intergenerational mentorship to bridge academic and practical skills.

Go to phwins.org to see more