

KEY FINDINGS

2025 MONTANA PUBLIC HEALTH WORKFORCE ASSESSMENT

SURVEY
PARTICIPATION &
DEMOGRAPHICS:

88% Public health
jurisdictions
(53/60*) participated

448 total survey responses:

- 327** **Frontline**
does not supervise other employees; program support
- 98** **Supervisor**
responsible for employee's performance,
may supervise other supervisors
- 23** **Executive**
member of senior executive service or equivalent

*60 jurisdictions
include 8 tribal
jurisdictions and
the Central
Montana Health
District which
includes 5
counties

Jurisdiction Size	Total JDs	Population Size Served	FTE Range	Total Staff	Total Survey Responses	Response Rate
Frontier	18	< 5,000	1 – 9	95	27	28%
Small	20	5,000 – 9,999	1.75 – 25	182	104	57%
Medium	13	10,000 – 29,999	1.2 – 14.3	91	75	82%
Large	9	30,000 +	9 – 90.6	396	242	61%

STATEWIDE AGE DISTRIBUTION

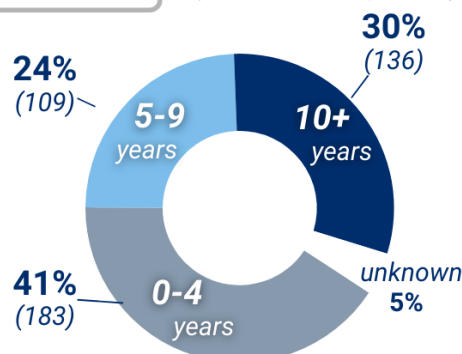


92%

Female
(statewide)

Statewide Years
of Experience in
Public Health

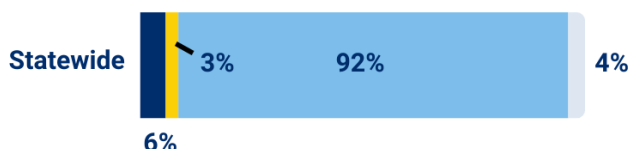
(% of all 448 responses)



RACE AND ETHNICITY

American Indian or Alaskan Native Hispanic or Latino White Other

Percentages will not add up to 100. Respondents were able to select more than one choice.



66%

**BACHELOR'S
DEGREE
OR
HIGHER**

(297/498 respondents)

Majority **61% (181)** have a **BS/BA**

34% (102) have a
Masters degree or higher

Second-most common degree overall:
21% (62) have a **Bachelor of Science
in Nursing (BSN)**

61%

**Hold at least one
formal credential**
(273/498 respondents)

KEY FINDINGS

2025 MONTANA PUBLIC HEALTH WORKFORCE ASSESSMENT

TRAINING NEEDS:

Across all position types, the **top 10** highest training needs were primarily within four main skill areas:



Budget & Financial Management



Policy Engagement



Change Management



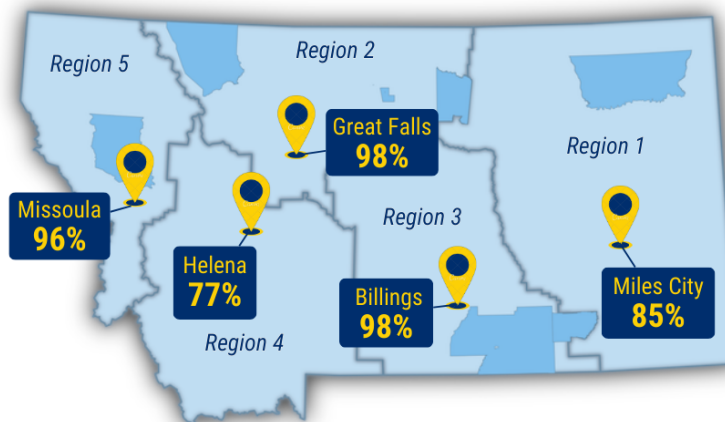
Systems & Strategic Thinking

Training Format Preferences

Training Format	Percent (n)
In-person, hands on workshops	83% (371)
Self-paced online workshops	51% (230)
Live online workshops	50% (225)
1 or 2-day Retreats	44% (199)
Blend of Online and In-person	32% (144)
Group meetings	29% (132)
Multi-session series of trainings	28% (124)
Toolkit / Resource Manual	26% (115)
Lectures	25% (110)
Job shadowing	20% (91)
Meeting one on one with a mentor	14% (63)
Colleagues observing and providing feedback	8% (36)

Preferred Training Location by AMPHO Region

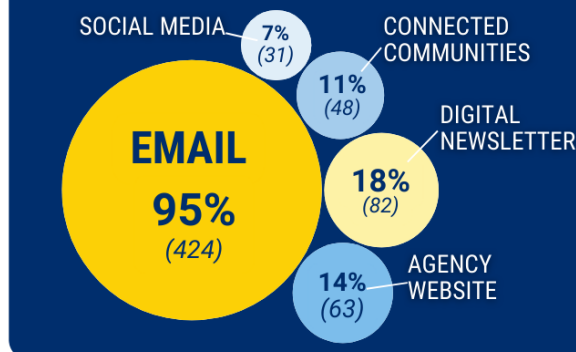
Tribal Nations
 AMPHO Regions
 Preferred Training Location (% of staff in region)



Barriers to Participate in Training

Barriers to Participation	Percent (n)
Costs	42% (188)
Location	38% (172)
Unaware of training events	37% (166)
Logistics of travel	35% (158)
Family Responsibilities	30% (135)
Time of the year	26% (116)
Can't leave department / no back up	17% (78)
Topics that do not interest me	13% (59)
Not allowed work time to participate	6% (25)
Technology	<1% (1)

Preferred Communication Channels



KEY FINDINGS

2025 MONTANA PUBLIC HEALTH WORKFORCE ASSESSMENT

52%

Expressed
interest in
obtaining a
formal
credential
(232/498
respondents)

Top Credential Interests

(% out of 232)

Certified in Public Health (CPH)	51% (118)
Certified Health Education Specialist (CHES or Master CHES)	25% (57)
Certified Community Health Worker	19% (45)
Infection Control Certification (CIC)	17% (39)
Breastfeeding/Lactation Certification (CLC/CLE/CLS/IBCLC)	16% (37)

29%

(132/448)

Are either planning to retire before 2030 or are otherwise considering leaving the workforce.

JOB SATISFACTION:



9 in 10
are satisfied
with their job

Most important reasons motivating people to stay in their jobs:

Flexible work schedule

Benefits

Support from coworkers

Pride in the organization and its mission

Reasons influencing decisions to leave:

- Pay
- Stress
- Lack of opportunities for advancement
- Lack of acknowledgement and recognition
- Work overload and burnout
- Job Instability

TOP OVERALL SOURCES OF SATISFACTION:

- Being **treated fairly**
- Satisfaction with and sense of **belonging to program teams**
- Satisfaction with **supervisors**

BURNOUT

was reported by 45% of those considering leaving the workforce, compared to just 12% who are not.

66%

Are interested in wellness programs

Wellness Coaching + Guided Meditations

Had the most interest