

Core Competencies for Public Health Professionals

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(with edits in Track Changes)

Analytical/Assessment Skills

Tier 2 (Mid Tier)²

- 1B12. Describes ~~the characteristics factors impacting of a population based~~ the health ~~of a community problem~~ (e.g., equity, income, education~~social determinants~~, environment) [\[formerly 1B2\]](#)
- ~~1B3. Generates variables that measure public health conditions~~ [\[concept integrated into other competencies\]](#)
- 1B25. ~~References~~Uses sources of ~~public population~~ health ~~and related~~ data and information (e.g., vital statistics, electronic health records) to determine community health status and community assets [\[formerly 1B5\]](#)
- 1B36. Examines the accuracy, validity, and reliability~~integrity and comparability~~ of data [\[formerly 1B6\]](#)
- [1B4. Examines the comparability of data \[new\]](#)
- 1B57. Identifies gaps in data ~~sources~~ [\[formerly 1B7\]](#)
- 1B64. Uses methods and instruments ~~to~~for collecting accurate, valid, and reliable quantitative and qualitative data [\[formerly 1B4\]](#)
- 1B78. Employs ethical principles in ~~the~~ collecting, maintaining enance, usinge, and disseminating ~~of~~ data and information [\[formerly 1B8\]](#)
- 1B84. Uses information technology to collect, store, and retrieve data [\[formerly 1B11\]](#)
- [1B94. Analyzes quantitative and qualitative data \(e.g., health needs, community assets, community input, vital statistics, electronic health records\) \[formerly 1B10\]](#)
- 1B109. Interprets quantitative and qualitative data [\[formerly 1B9\]](#)
- 1B114. Assesses the health status of populations and ~~their related determinants~~factors contributing to of health and illness (e.g., ~~factors contributing to health promotion and disease prevention;~~ the quality, availability, accessibility to, and use of health services; access to affordable housing) to determine community health needs [\[formerly 1B1\]](#)
- [1B12. Determines assets and resources to meet community health needs \[new\]](#)
- 1B134. Uses data to address scientific, political, ethical, and social public health issues [\[formerly 1B12\]](#)

Policy Development/Program Planning Skills

Tier 2

[2B1. Uses community health needs assessment to develop community health improvement plan \[new\]](#)

~~2B24. Analyzes information (e.g., current data and trends; proposed federal, state, and local legislation) relevant to determine needs for specific public health policies and programs issues (e.g., secondhand smoking policies, data use policies, HR policies, immunization programs, food safety programs) [formerly 2B1]~~

~~2B32. Analyzes/Develops policy options for specific public health policies and programs [formerly 2B2]~~

~~2B43. Determines the feasibility and expected outcomes/potential implications of specific policy and program options (e.g., health, fiscal, administrative, legal, ethical, social, political) [formerly 2B3]~~

~~2B4. Describes the implications of policy options (e.g., health, fiscal, administrative, legal, ethical, social, political) [concept integrated into other competencies]~~

[2B5. Recommends specific policies and programs \[new\]](#)

[2B6. Establishes teams to achieve programmatic and organizational goals \[new\]](#)

~~2B5. Uses decision analysis for policy development and program planning [concept integrated into other competencies]~~

~~2B76. Manages implementation of policies public health and programs consistent with public health laws and regulations [formerly 2B6]~~

~~2B7. Develops plans to implement policies and programs [concept integrated into other competencies]~~

~~2B8. Develops policies for organizational plans, structures, and programs [concept integrated into other competencies]~~

[2B8. Describes how evaluation results will be used to improve policies and programs \[new\]](#)

~~2B9. Develops/Determines mechanisms/strategies to monitor and evaluate effectiveness and quality of policies and programs for their effectiveness and quality~~

[2B10. Manages implementation of policy and program evaluations \[new\]](#)

Policy Development/Program Planning Skills

Tier 2

2B1140. ~~Incorporates~~ Uses public health informatics practices (e.g., ...) to develop, implement, evaluate, and improve policies and programs (e.g., use of data and information technology standards across the agency where applicable, and use of standard software development life cycle principles when developing new IT applications) [\[formerly 2B10\]](#)

2B1244. Develops strategies for continuous quality improvement [\[formerly 2B11\]](#)

[2B13](#). Identifies current and projected fiscal, social, political, and community health trends related to policies and programs [\[new\]](#)

[2B14](#). Implements organizational strategic plan [\[new\]](#)

Communication Skills

Tier 2

- 3B1. Assesses the ~~health~~-literacy of populations served (e.g., overall literacy, ability to understand and use available health information, use of social media)
- 3B2. Addresses the literacy levels of populations served when communicating [new]
- 3B~~3~~2. Communicates in writing and orally, ~~in person, and through electronic means~~, with linguistic and cultural proficiency [formerly 3B2]
- 3B~~4~~3. Solicits input from individuals and organizations (e.g., chambers of commerce, religious organizations, schools, social service organizations, hospitals, government, community-based organizations, various populations served) [formerly 3B3]
- 3B~~5~~4. ~~Determines~~ Uses a variety of approaches to use for disseminating ~~ing~~ public health information (e.g., social ~~networks~~media, ~~media~~newspapers, newsletters, journals~~blogs~~, town hall meetings, libraries, neighborhood gatherings) [formerly 3B4]
- 3B6. Communicates to influence human behavior in order to improve health or benefit society (e.g., uses social marketing methods) [new]
- 3B~~7~~5. Presents ~~demographic, statistical, programmatic, and scientific~~ information ~~for use by~~to professional and lay audiences (e.g., demographics, statistics, evidence-based strategies) [formerly 3B5]
- 3B~~8~~6. ~~Applies-Facilitates~~ communication ~~and group dynamic strategies (e.g., principled negotiation, conflict resolution, active listening, risk communication in interactions with~~between individuals, ~~and~~ groups, ~~and organizations~~ [formerly 3B6]
- 3B9. Describes how governmental public health, health care, and other partners improve population health [new]

Cultural Competency Skills

Tier 2

- ~~4B1. Explains~~ Describes the ~~dynamic forces that contribute to cultural~~ diversity Describes the diversity of individuals and populations served (e.g., language, culture, values, socioeconomic status, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities) [formerly 4B4]
- ~~4B24. Incorporates strategies~~ Considers the diversity of individuals and populations served when for interacting ~~with persons from diverse backgrounds (e.g., cultural, socioeconomic, educational, racial, gender, age, ethnic, sexual orientation, professional, religious affiliation, mental and physical capabilities)~~ [formerly 4B1]
- ~~4B32. Considers~~ how the diversity of individuals and populations served (e.g., historical and cultural experiences, socioeconomic backgrounds, languages, traditions, beliefs, practices) ~~the role of cultural, social, and behavioral factors in~~ impacts the accessibility, availability, acceptability, and delivery of ~~public population~~ health services [formerly 4B2]
- ~~4B43. Responds~~ Addresses the diversity of individuals and populations served when providing population health services to ~~diverse needs that are the result of cultural differences~~ [formerly 4B3]
- ~~4B56. Assesses~~ how policies and public health programs address the diversity of individuals and populations served for their cultural competence (e.g., customer satisfaction surveys, use of services by the target population) [formerly 4B6]
- ~~4B65. Describes the need for a diverse public health workforce~~ [formerly 4B5]

Community Dimensions of Practice Skills

Tier 2

- 5B1. Distinguishes the roles and responsibilities of governmental and non-governmental organizations in ~~the delivery of~~ providing community population health services (e.g., federal agencies; state, tribal, local, and territorial health departments; non-profit organizations; community-based organizations) ~~[formerly 5B7]~~
- 5B24. ~~Assesses-Identifies existing community linkages and relationships and partnerships (e.g., hospitals, community health centers, schools, community-based organizations) among multiple factors (or determinants) affecting that impact health within a community [formerly 5B1]~~
- 5B3. Identifies relationships and partnerships that may be needed to improve health within a community (e.g., the interplay between individual, relationship, community, and social factors —to[Social-Ecological Model]) ~~[formerly 5B3]~~ [new]
- 5B43. Establishes ~~linkages-relationships and partnerships within key stakeholders-~~ a community (e.g., partners serving same populations, academic institutions, policy makers, customers/clients) ~~[formerly 5B3]~~
- 5B54. Facilitates discussion and collaboration and among partnerships to improve health within a community ~~ensure participation of key stakeholders [formerly 5B4]~~
- 5B65. Maintains and strengthens partnerships ~~with key stakeholders~~ to improve health within a community (e.g., coalition building) ~~[formerly 5B5]~~
- 5B76. ~~Uses group processes to advance~~ Engages community members (e.g., focus groups, talking circles, mobilizing through planning partnerships) involvement to improve health within a community (e.g., input in developing and implementing community health assessments and improvement plans, feedback about programs and services) ~~[formerly 5B6]~~
- 5B89. Uses community input when developing, implementing, and evaluating ~~public health~~ policies and programs ~~[formerly 5B9]~~
- 5B9. Uses community input to improve policies and programs ~~[formerly 5B9]~~ [new]
- 5B108. ~~Negotiates- Illustrates how for the use of~~ community assets and resources (e.g., Boys & Girls Clubs, public libraries, hospitals, faith-based organizations, academic institutions) can be used to improve health within a community ~~[formerly 5B8]~~
- 5B112. Collaborates in community-based participatory research ~~efforts [formerly 5B2]~~
- 5B120. Promotes ~~public health~~ policies, programs, and resources that improve health within a community (e.g., explains information to the community through community meetings) ~~[formerly 5B10]~~

Public Health Sciences Skills

Tier 2

- 6B1. Discusses the scientific foundation of the field of public health
- 6B2. Distinguishes prominent events in the history of ~~the~~ public health ~~profession~~ (e.g., [smallpox eradication](#), [development of vaccinations](#), [infectious disease control](#), [safe drinking water](#), [emphasis on hygiene and hand washing](#), [access to health care for people with disabilities](#))
- 6B3. Relates public health science ~~skills~~ (including, but not limited to, [biostatistics](#), [epidemiology](#), [environmental health sciences](#), [health services administration](#), and [social and behavioral health sciences](#)) to the three Core Public Health Functions and ~~Ten-10~~ Essential ~~Services of~~ Public Health Services
- 6B4. Applies ~~the basic~~ public health sciences (including, but not limited to, [biostatistics](#), [epidemiology](#), [environmental health sciences](#), [health services administration](#), and [social and behavioral health sciences](#)) to ~~public health~~ policies and programs
- ~~6B5~~ 6B6. Retrieves ~~scientific~~ evidence (e.g., [research findings](#), [case reports](#), [community surveys](#)) from ~~a variety of text print~~ and electronic sources (e.g., [PubMed](#), [Journal of Public Health Management and Practice](#), [Morbidity and Mortality Weekly Report](#), [The World Health Report](#)) to support decision-making [formerly 6B6]
- ~~6B6~~ 6B5. ~~Conducts a comprehensive R~~ reviews of the ~~scientific~~ evidence related to a public health issue, concern, or intervention in developing, implementing, and evaluating policies and programs [formerly 6B5]
- 6B7. Determines ~~the~~ limitations of ~~research finding~~ evidence (e.g., [data accuracy](#), [validity](#), [reliability](#), [sample size](#), [bias](#), [limitations of data sources](#), [generalizability](#)) ~~sample size, subject selection, importance of observations and interrelationships~~)
- 6B8. ~~Determines~~ Identifies the laws, regulations, policies, and procedures for the ethical conduct of research (e.g., patient confidentiality, protection of human subjects, ~~processes~~, [Americans with Disabilities Act](#))
- 6B9. Contributes to building the ~~scientific evidence~~ base of public health (e.g., [Academic Health Departments](#), [Practice-Based Research Networks](#))
- 6B10. Establishes partnerships between practice and academic organizations to improve education, research, and the delivery of population health services [new]

Financial Planning and Management Skills

Tier 2

- 7B1. Interprets ~~how the interrelationships of local, state, and federal~~ public health, ~~and health care,~~ and other organizations that influence health work with one another to provide ~~population health services and programs~~ systems for public health program management
- 7B2. Describes how public health and health care services and programs are funded [new]
- 7B32. Interprets ~~how governmental the organizational structures, functions, and authorities of local, state, and federal~~ public health is structured, functions, and is authorized to provide ~~agencies for~~ public health ~~services and programs~~ management [formerly 7B2]
- 7B43. Develops partnerships with ~~government~~ agencies with ~~in authority to take action to address the federal, state, and local levels of government that have authority over~~ ~~public population~~ health needs (e.g., childhood immunizations, natural disasters) ~~situations or with specific issues, such as emergency events~~ [formerly 7B3]
- 7B54. Implements ~~policies and the judicial and operational~~ procedures of the governing body and/or administrative unit that oversees the ~~operations of the~~ public health organization (e.g., board of health, chief executive's office, tribal councils) [formerly 7B4]
- 7B67. Develops strategies for determining ~~programmatic~~ budget (e.g., priorities, revenue sources) ~~priorities based on federal, state, and local financial contributions~~ [formerly 7B7]
- 7B75. Develops a programmatic budget [formerly 7B5]
- 7B86. Manages programs within current and ~~forecasted-projected~~ budget constraints (e.g., sustaining a program when government funding is cut) [formerly 7B6]
- 7B940. Prepares proposals for funding from external sources [formerly 7B10]
- 7B108. Evaluates program performance (e.g., outputs, outcomes, processes, return-on-investment) [formerly 7B8]
- 7B119. Uses evaluation results to improve performance [formerly 7B9]
- 7B124. Applies ~~basic human relation skills~~ interpersonal skills to ~~the~~ management of organizations, motivation of personnel, and resolution of conflicts [formerly 7B11]

Financial Planning and Management Skills

Tier 2

7B132. Applies public health informatics skills to improve operations of programs and the organization ~~business operations (e.g., business process analysis, enterprise-wide information planning)~~ [formerly 7B12]

7B143. Negotiates contracts and other agreements to provide for the provision of services [formerly 7B13]

7B154. Uses financial analysis methods (e.g., cost-effectiveness, cost-benefit, and cost-utility analysis, return on investment) to in-programmatic prioritization and make decisions ~~about policies and programs~~making [formerly 7B14]

Leadership and Systems Thinking Skills	
Tier 2	
8B1.	Incorporates ethical standards of practice (e.g., <u>Public Health Code of Ethics</u>) as the basis of <u>into</u> all interactions with <u>individuals</u> , organizations, <u>and</u> communities, and individuals
8B2.	Incorporates systems thinking into <u>Demonstrates how</u> public health practice <u>organizations, health care organizations, and other organizations</u> work individually and with others to impact health within a community
8B3.	Participates <u>Engages</u> with stakeholders <u>individuals and organizations</u> to <u>in</u> identifying key values and a shared vision as to <u>guiding principles</u> for <u>community action</u> (e.g., <u>emphasis on prevention, health equity for all, excellence and innovation</u>)
8B4.	Analyzes internal and external problems <u>facilitators and barriers</u> that may affect the delivery of <u>the 10</u> Essential Public Health Services
8B5.	Promotes individual, team, and organizational learning opportunities <u>professional development</u> (e.g., <u>competency assessment, training, mentoring, peer advising, coaching</u>)
8B6.	Establishes mentoring, peer advising, coaching or other personal <u>professional</u> development opportunities for the public health workforce
8B7.	Contributes to the measuring, reporting and <u>Creates a process for</u> continuous improvement of <u>individual and</u> organizational performance
8B8.	Modifies organizational practices in consideration of <u>to anticipate and address</u> changes (e.g., <u>in the public health system, and the larger</u> social, political, and <u>economic, scientific</u>) environment that may impact the health of the community

² Tier 2 – Program Management/Supervisory Level. Tier 2 competencies apply to public health professionals with program management or supervisory responsibilities. Specific responsibilities of these professionals may include program development, implementation, and evaluation; establishing and maintaining community relations; managing timelines and work plans; and presenting arguments and recommendations on policy issues.

To provide feedback on these draft revisions, please contact Council on Linkages Project Manager Kathleen Amos at kamos@phf.org.