Core Competencies for Public Health Professionals: Tier 2
Preliminary Draft Revisions: June 2021

This preliminary draft of proposed revisions to Tier 2* of the Core Competencies for Public Health Professionals (Core Competencies) was developed in response to feedback from the public health community on the 2014 version of the Core Competencies. The preliminary draft aims to address suggestions made related to the concepts contained in the Core Competencies as well as the addition of new content to ensure that the Core Competencies keep pace with changes in the field of public health and meet current workforce needs. Additional edits are expected in the final version of the Core Competencies to round out some of the wording, adjust the order of individual competencies and examples, harmonize with other workforce development resources, and finalize the structure of the competency set. The final version of the Core Competencies will also take into consideration additional feedback from the public health community.

A preliminary draft of a revised structure for the Core Competencies is also available at www.phf.org/programs/corecompetencies/Documents/Core_Competencies_2021_Revision_Structure_Draft_2021June.pdf.

Feedback on these preliminary drafts is welcome through August 15, 2021 and will be used to inform further revisions. To provide your feedback, please visit www.phf.org/competenciesrevision or contact Kathleen Amos at kamos@phf.org.

* **Tier 2 – Program Management/Supervisory Level.** Tier 2 competencies apply to public health professionals in program management or supervisory roles. Responsibilities of these professionals may include developing, implementing, and evaluating programs; supervising staff; establishing and maintaining community partnerships; managing timelines and work plans; making policy recommendations; and providing technical expertise.

Data Analytics and Assessment Skills
Tier 2

1B1.	Describes factors affecting the health of a community (e.g., equity, income, education, environment, climate change, resilience)
1B2.	Explains the importance of data collection and analysis for designing, implementing, evaluating, and improving policies, programs, and services
1B3.	Accesses existing quantitative and qualitative data (e.g., community input, vital statistics, electronic health records, transportation patterns, employment statistics, environmental monitoring, health equity impact assessments) for assessing the health of a community
1B4.	Determines quantitative and qualitative data needs
1B5.	Determines sources of quantitative and qualitative data (e.g., what is available, what is accessible, how to access)
1B6.	Develops data management plans
1B7.	Implements data management plans
1B8.	Ensures the protection of quantitative and qualitative data (e.g., knowing what data are confidential, knowing what confidentiality entails, safeguarding confidential data, ensuring data integrity)
1B9.	Ensures the public availability of quantitative and qualitative data (e.g., practicing FAIR principles, de-identifying data)
1B10.	Uses information technology in accessing, collecting, analyzing, using, maintaining, and disseminating quantitative and qualitative data (e.g., standardizing data exchange, ensuring data integrity, applying control techniques when handling and transmitting data, providing real-time surveillance data)
1B11.	Analyzes the quality of quantitative and qualitative data (e.g., accuracy, completeness, validity, reliability, integrity, credibility, source, relevance, timeliness)
1B12.	Analyzes the comparability of quantitative and qualitative data (e.g., data being age-adjusted to the same year, data variables across datasets having similar definitions, trends over time)
1B13.	Identifies gaps in quantitative and qualitative data

Data Analytics and Assessment Skills
Tier 2
1B14.   Collects quantitative and qualitative data (e.g., ensuring data are valid, reliable, representative of community, equitable, don't hide disparities)
1B15.   Selects methods and tools for analyzing quantitative and qualitative data
1B16.   Analyzes quantitative and qualitative data (e.g., coding data, cleaning data, using statistical software)
1B17.   Interprets quantitative and qualitative data
1B18.   Assesses community health status and factors influencing health in a community (e.g., root causes of inequities; access to affordable housing; access to transportation; access to healthy food; public health hazards; vulnerability and risks associated with climate change; quality, availability, accessibility, and use of health services)
1B19.   Identifies assets and resources that can be used for improving the health of a community (e.g., community coalitions, community-based organizations, public libraries, hospitals, businesses, faith-based organizations, civic groups, advocacy groups, academic institutions, federal grants, fellowship programs, environmental agencies and organizations)
1B20.   Advocates for the infrastructure to collect and analyze quantitative and qualitative data (e.g., surveillance systems; laboratory systems; data systems to analyze, use, or transmit data)

Policy Development and Program Planning Skills
Tier 2

2B1.	Ensures state/Tribal/community health improvement planning uses community health assessments and other information related to the health of a community (e.g., stakeholder and community input; existing and proposed federal, state, and local legislation; standards and regulations; commitments from organizations to take action; community environmental health assessments)
2B2.	Develops program goals, measurable objectives, targets, and timeframes
2B3.	Contributes to development of organizational strategic plan (e.g., including measurable objectives and targets; aligning with community health improvement plan, all hazards emergency operations plan, workforce development plan, quality improvement plan, climate action plan, and other plans)
2B4.	Implements organizational strategic plan
2B5.	Monitors current and projected trends (e.g., health, fiscal, social, political, environmental) representing the health of a community
2B6.	Develops options for policies, programs, and services (e.g., secondhand smoking policies, data use policies, HR policies, immunization programs, food safety programs)
2B7.	Assesses the feasibility and implications (e.g., fiscal, social, political, environmental, legal, geographic) of policies, programs, and services
2B8.	Assesses the equity of policies, programs, and services
2B9.	Recommends policies, programs, and services for implementation
2B10.	Develops strategies for advocating for the implementation of policies, programs, and services
2B11.	Implements policies, programs, and services (e.g., within the organization, external to the organization, in collaboration with others)
2B12.	Influences policies, programs, and services external to the organization that affect the health of the community (e.g., zoning, transportation routes)
2B13.	Explains the importance of evaluations for improving policies, programs, and services
2B14.	Evaluates policies, programs, and services (e.g., outputs, outcomes, processes, procedures, return on investment)

Policy Development and Program Planning Skills
Tier 2
2B15.   Uses evaluation results to improve policies, programs, services, and organizational performance
2B16.   Uses quality improvement methods and tools to improve policies, programs, and services (e.g., identifying opportunities to apply QI, building a culture of quality, integrating QI into daily work, sustaining gains)
2B17.   Applies principles of ethics, equity, and justice in designing, implementing, evaluating, and improving policies, programs, and services (e.g., collecting data, managing programs)
2B18.   Uses public health informatics in developing, implementing, evaluating, and improving policies, programs, and services

Communication Skills
Tier 2

3B1.	Assesses the literacy of populations served (e.g., ability to obtain, interpret, and use health and other information; social media literacy)
3B2.	Communicates in writing and orally with linguistic and cultural proficiency (e.g., using age-appropriate materials, incorporating images, using plain language, ensuring accessibility for people with disabilities, using risk communications principles)
3B3.	Gathers input from individuals and organizations (e.g., populations served, coworkers, chambers of commerce, faith-based organizations, schools, social services organizations, hospitals, policymakers, government, community-based organizations, environmental agencies and organizations) for improving the health of a community
3B4.	Determines purposes and goals for disseminating public health data and information
3B5.	Identifies audiences for public health data and information
3B6.	Determines public health data and information that need to be disseminated
3B7.	Develops messaging for disseminating public health data and information
3B8.	Selects approaches for disseminating public health data and information (e.g., email, letters, press releases, social media/networks, news and entertainment outlets, newsletters, journals, town hall meetings, libraries, neighborhood gatherings, websites, webinars, podcasts, presentations, conferences, reports, data repositories)
3B9.	Selects messengers for disseminating public health data and information (e.g., public health professionals, scientists, healthcare workers, celebrities, faith leaders, community health workers)
3B10.	Communicates with the public and professionals (e.g., translating data and complex topics, tailoring messages for different audiences, using social media, using storytelling, engaging in active listening, engaging in discussion with policymakers)
3B11.	Communicates information to influence behavior and improve health (e.g., promoting mask use, encouraging vaccinations, preparing for emergencies, discouraging tobacco use, putting risk into context)
3B12.	Facilitates communication among individuals, groups, and organizations (e.g., conducting in-person and virtual meetings, considering language needs)

Communication Skills
Tier 2
3B13. Communicates the roles and responsibilities of governmental public health, health care, and other partners in improving the health of a community

Health Equity Skills
Tier 2
4B1. Engages in continuous self-reflection about one's own biases (e.g., perceptions, assumptions, stereotypes) and emotional intelligence (e.g., self-awareness, self-regulation, motivation, empathy, and social skills) and how these influence the provision of equitable programs and services
4B2. Describes the diversity of individuals and populations in a community (e.g., language, culture, values, socioeconomic status, geography, education, race, gender, age, ethnicity, sexual orientation, profession, religious affiliation, mental and physical abilities, historical experiences)
4B3. Recognizes the ways diversity influences policies, programs, services, and the health of a community
4B4. Supports diverse perspectives in developing, implementing, and evaluating policies, programs, and services that affect the health of a community
4B5. Ensures the diversity of individuals and populations is addressed in policies, programs, and services that affect the health of a community
4B6. Collaborates with the community to identify systemic and structural barriers that perpetuate health inequities
4B7. Collaborates with the community to reduce systemic and structural barriers that perpetuate health inequities when designing and implementing policies, programs, and services (e.g., promoting human rights, social justice, and environmental justice; using inclusive style guides)
4B8. Assesses the effects of the organization's practices, policies, programs, and services on health and health equity
4B9. Advocates for health equity and social and environmental justice (e.g., sharing power, educating the public and policymakers, influencing funding)
4B10. Engages in efforts to achieve and sustain a diverse and inclusive public health workforce (e.g., influencing recruitment, hiring, retention, and promotion practices; creating healthy, inclusive, safe work environments; respecting diverse perspectives; sustaining a culture that values and encourages collaboration, peer learning, flexibility, fairness, and equal opportunity)
4B11. Advocates for a diverse and inclusive public health workforce

Community Partnership Skills
Tier 2

5B1.	Describes the historical and current conditions that are affecting health and resilience and contributing to health disparities and inequities in a community (e.g., social and institutional inequities, social determinants of health, structural racism, historical trauma, power dynamics, natural disasters, poverty, housing, trust, local politics, competition)
5B2.	Distinguishes the roles and responsibilities of governmental and non-governmental organizations in providing programs and services to improve the health and resilience of a community
5B3.	Identifies relationships that are affecting health and resilience in a community (e.g., relationships among health departments, hospitals, community health centers, primary care providers, schools, community-based organizations, environmental agencies and organizations, businesses, financial institutions, housing authorities, and other types of organizations)
5B4.	Suggests relationships that may be needed to improve health and resilience in a community
5B5.	Establishes relationships to improve health and resilience in a community (e.g., partnerships with organizations serving the same population, health departments, health care institutions, academic institutions, policy makers, environmental agencies and organizations, emergency response organizations, businesses, financial institutions, housing authorities, public transit, customers/clients, and others)
5B6.	Maintains relationships that improve health and resilience in a community
5B7.	Facilitates collaborations to improve health and resilience in a community (e.g., convening coalitions, establishing academic health department partnerships, creating cross-sector partnerships)
5B8.	Collaborates with community members and organizations for assessing community health and resilience needs (e.g., engaging in asset-based community development; leveraging community relationships and resources; engaging diverse groups; making decisions with the community; evaluating the effectiveness of existing policies, programs, and services; coordinating emergency response; valuing critical input)
5B9.	Collaborates with community members and organizations for addressing community health and resilience needs (e.g., engaging in asset-based community development; leveraging community relationships and resources; engaging diverse groups; making decisions with the community; improving the effectiveness of existing policies, programs, and services; engaging community organizations in the delivery of services; coordinating emergency response; valuing critical input)
5B10.	Recognizes the power that exists within a community

Community Partnership Skills
Tier 2
5B11. Shares power and ownership with community members and others
5B12. Advocates for policies, programs, and resources that improve health and resilience in a community (e.g., using evidence to demonstrate the need for a program, communicating the impact of a program)

Public Health Sciences Skills
Tier 2

6B1.   Describes the historical and current systems, policies, and events impacting public health (e.g., slavery, colonialism, John Snow and the London cholera outbreak, smallpox eradication, development of vaccinations, Tuskegee Syphilis Study, fluoridation of drinking water, Jim Crow laws, leprosy colonies, establishment of Medicare and Medicaid, Americans with Disabilities Act, seatbelt legislation, banning tobacco in public buildings, war on drugs, death penalty, 9/11 terrorist attacks, globalization, deforestation, climate change, COVID-19 pandemic)

6B2.   Applies public health sciences (e.g., biostatistics, epidemiology, environmental health, health services administration, social and behavioral sciences, and public health informatics) in the delivery of the 10 Essential Public Health Services

6B3.   Retrieves evidence (e.g., research findings, case reports, community surveys) from print and electronic sources (e.g., PubMed, *Journal of Public Health Management and Practice*, *American Journal of Public Health, Morbidity and Mortality Weekly Report*, *The World Health Report*) to support decision making

6B4.   Determines limitations of evidence (e.g., validity, reliability, sample size, bias, generalizability)

6B5.   Uses evidence in developing, implementing, evaluating, and improving policies, programs, and services (e.g., engaging in data-driven decision-making, translating research for practice, considering public perspectives and opinions, navigating power dynamics)

6B6.   Advocates for the use of evidence in decision making that affects the health of a community (e.g., helping elected officials make decisions that protect and promote the public's health, demonstrating the impact of programs)

6B7.   Applies principles of ethics, equity, and justice in designing, implementing, evaluating, and improving research (e.g., patient confidentiality, protection of human subjects, Americans with Disabilities Act)

6B8.   Contributes to the evidence base for improving the public's health (e.g., participating in Public Health Practice-Based Research Networks and academic health department partnerships, collaborating in community-based participatory research, authoring articles, making data available to researchers)

6B9.   Develops partnerships that will increase use of evidence for improving the public's health (e.g., between practice and academic organizations, in cross-sector collaborations, with health sciences libraries)

Management and Finance Skills
Tier 2

7B1.	Explains the structures, functions, and authorizations of governmental public health programs and organizations
7B2.	Identifies government agencies with authority to address specific community health needs (e.g., lead in housing, hazard mitigation, water fluoridation, bike lanes, emergency preparedness, infectious disease outbreaks)
7B3.	Implements policies and procedures of the governing body or administrative unit that oversees the organization (e.g., board of health, chief executive's office, Tribal council)
7B4.	Explains public health and health care funding mechanisms and procedures (e.g., categorical grants, fees, third-party reimbursement, tobacco taxes, value-based purchasing, budget approval process)
7B5.	Determines financial and human resources needed for organizational infrastructure, programs, and services
7B6.	Secures financial and human resources needed for organizational infrastructure, programs, and services (e.g. advocating for sustainable resources, justifying programs for inclusion in organizational budgets, developing and defending program budgets, preparing proposals for funding, recruiting and hiring staff)
7B7.	Manages financial and human resources (e.g., negotiating contracts and other agreements for programs and services, monitoring spending, presenting status of budgets, justifying expenses, fostering a good work environment, resolving conflicts, retaining staff, adjusting for public health emergencies)
7B8.	Determines how financial and human resources are distributed (e.g., ensuring equitable allocation of resources, using financial analysis methods in making decisions)
7B9.	Manages programs and services within current and projected budgets and staffing levels (e.g., developing work plans and timelines, sustaining programs when funding and staff are cut, maintaining operations during emergencies)
7B10.	Develops contingency plans (e.g., preparing for emergencies, planning for succession, cross-training staff)
7B11.	Applies critical thinking in decision making (e.g., determining applicability of data, making evidence-informed decisions, weighing political and social factors, determining potential unintended consequences, identifying and learning from other initiatives or interventions)

Management and Finance Skills
Tier 2
7B12. Establishes teams for the purpose of achieving program and organizational goals (e.g., valuing and including different disciplines, sectors, skills, experiences, and perspectives; determining scope of work and timeline; leveraging staff skills and expertise; rapidly forming and reconfiguring teams to respond to emergencies)
7B13. Participates in teams for the purpose of achieving program and organizational goals (e.g., collaborating across departments)
7B14. Engages teams for the purpose of achieving program and organizational goals (e.g., identifying when to bring a team into a project, recognizing when to lead and when to follow, leading a team)
7B15. Motivates personnel (e.g., creating a safe space for diverse perspectives, providing opportunities for participating in teams, encouraging sharing of ideas, respecting different points of view, addressing burnout during emergencies) for the purpose of achieving program and organizational goals
7B16. Develops performance management systems (e.g., using informatics skills to determine minimum technology requirements and guide system design, identifying and incorporating performance standards and measures, training staff to use system)
7B17. Applies performance management for program, organizational, and community health improvement (e.g., achieving performance objectives and targets, increasing efficiency, refining processes, meeting *Healthy People* objectives, sustaining accreditation, ensuring accountability, managing grants and contracts, determining collective impact of community initiatives)

Leadership and Systems Thinking Skills
Tier 2

8B1.	Incorporates principles of ethics, equity, and justice (e.g., Public Health Code of Ethics, Health Insurance Portability and Accountability Act) into all interactions with individuals, organizations, and communities
8B2.	Describes public health as part of a larger inter-related system of organizations that influence the health of populations at local, national, and global levels
8B3.	Explains the ways public health, health care, and other organizations can work together or individually to impact the health of a community
8B4.	Facilitates connections between individuals, programs, services, and organizations (e.g., helping individuals navigate systems, linking individuals to health care or social services)
8B5.	Collaborates with individuals and organizations in developing a vision for a healthy community (e.g., emphasis on prevention, health equity for all, excellence and innovation, building community resilience after emergencies)
8B6.	Collaborates with individuals and organizations in implementing a vision for a healthy community
8B7.	Ensures accountability to the community (e.g., being transparent, taking responsibility for decisions and their consequences)
8B8.	Builds public confidence and trust in public health professionals and messages (e.g., demonstrating empathy, validating fears and concerns, framing messages for different audiences, addressing misinformation and disinformation)
8B9.	Analyzes internal and external facilitators and barriers that may affect the delivery of the 10 Essential Public Health Services (e.g., using root cause analysis and other quality improvement methods and tools, problem solving)
8B10.	Creates opportunities for creativity and innovation
8B11.	Recognizes one's own professional development needs (e.g., determining knowledge and skills needed for success in one's job, identifying gaps in desired knowledge and skills)
8B12.	Provides opportunities for professional development for individuals and teams (e.g., training, mentoring, peer advising, coaching, drills, exercises)
8B13.	Ensures use of professional development opportunities by individuals and teams (e.g., for yourself and others)

Leadership and Systems Thinking Skills
Tier 2
8B14. Responds to emerging events (e.g. adapting; pivoting; being flexible; using surveillance data to make decisions; supporting continuity of operations; using emergency management cycle of mitigation, preparation, response and recovery)
8B15. Engages in the management of organizational change (e.g., refocusing a program, minimizing disruption, maximizing effectiveness of change, engaging individuals affected by change)
8B16. Engages in continuous improvement of individual, program, and organizational performance (e.g., identifying opportunities for improvement, mentoring, monitoring progress, adjusting programs to achieve better results, obtaining community input)
8B17. Advocates for the role of public health in providing population health services